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COMMUNIQUÉ

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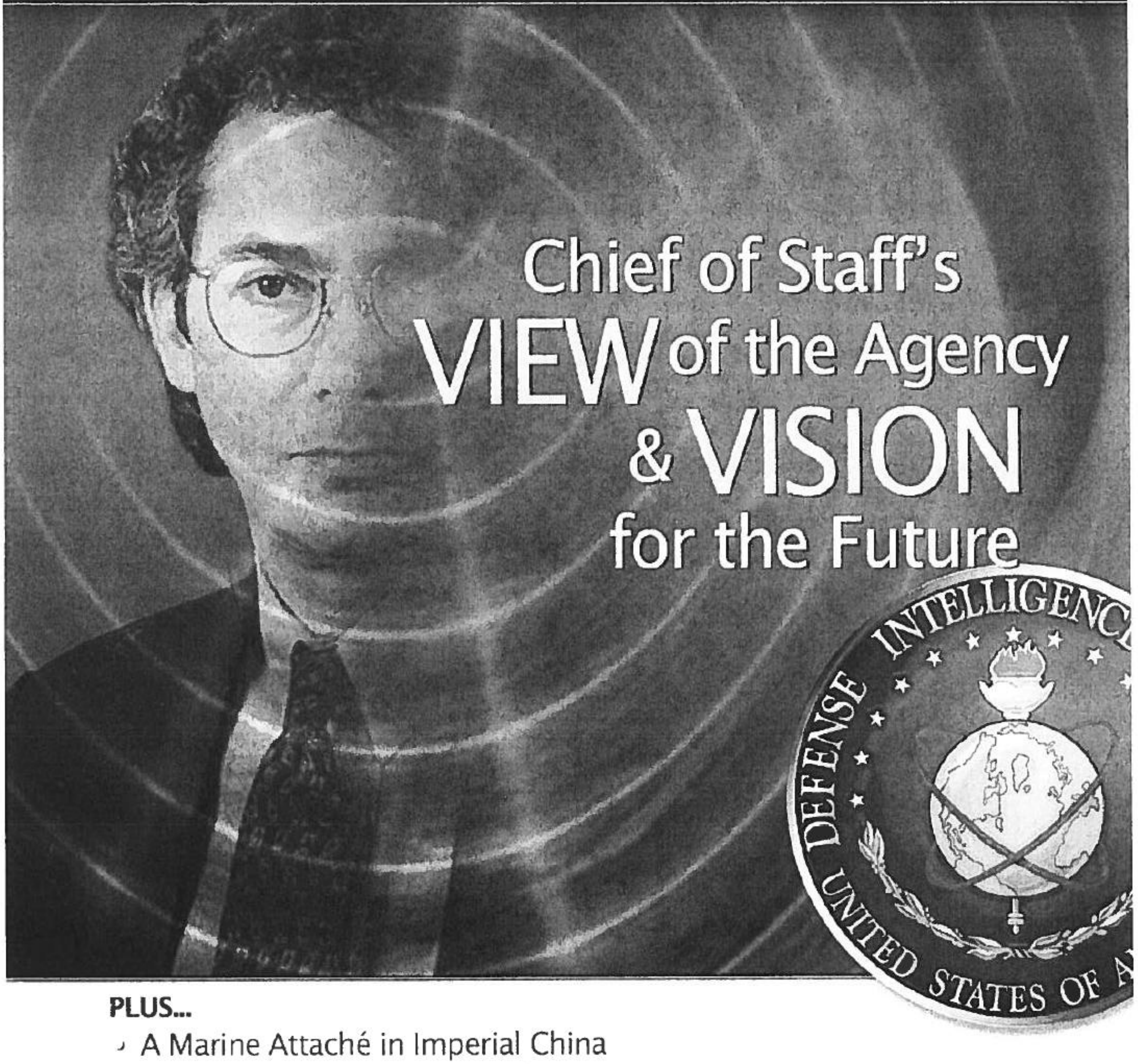

Chief of Staff's VIEW of the Agency & VISION for the Future

PLUS...

- A Marine Attaché in Imperial China
- When Boots Meet Birkenstocks
- Spring 2005 Defense Attaché Operations Orientation Program
- DIA Advisory Board Comes to an End

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DIA's Chief of Staff LOUIS ANDRE discusses his View of the Agency and his VISION for the FUTURE

Louis Andre, Chief of Staff, DIA

By Communiqué Staff, CP-P

Mr. Louis E. Andre became DIA's chief of staff in March 2004. Prior to assuming his current position Mr. Andre was chief operating officer, the first to hold that position. Previously, Mr. Andre served for three and a half years as the special assistant to the Director for Intelligence Joint Staff (J2) where, as the senior civilian within the J2, he had wide-ranging substantive, managerial and programmatic responsibilities. Earlier, Mr. Andre served as the research director for the Directorate for Intelligence Production (DI).

The Communiqué editor spoke with Mr. Andre about the agency's strategic plan, the new director of national intelligence and the past, present and future of DIA.

COMMUNIQUÉ: *How have your previous assignments, including your role as a special forces officer during the Vietnam War, prepared you to be the chief of staff?*

MR. ANDRE: My experience gave me a sense of perspective about the importance of what we as an agency do. I

don't think that my military experience is particularly relevant other than the perspective it gave me. I believe you can be a great military intelligence officer without having any military experience. Some of the best intelligence officers I've met have not served in the military. The other thing is that I'm one of the seniors that came through the agency as an entry level employee and worked my way up through the analytic ranks and management, so it has given me an unobtrusive viewpoint on what the average employee or the average line manager is dealing with on a day-to-day basis—it certainly is still fresh in my mind.

I believe you can be a great military intelligence officer without having any military experience.

COMMUNIQUÉ: *Building leaders of tomorrow is something that is important to you, is DIA on the right track to accomplish this important task?*

MR. ANDRE: I believe we have taken some very positive steps by making quality investments in training, education and career development that will only benefit the agency in the future. I believe the biggest part of leadership, whether you're instilling it in others or practicing it, is an understanding of the values that the organization has or should have, and ensuring that people have the ability to do things that reinforce those values.

Leadership can and should be exercised at all levels, from the entry level, to the executive level, to the defense intelligence senior level—training is only a small part. Ours is a profession that tries to balance both the substantive and the functional parts of leadership, and the components of it are learned best when they are transferred through the "guild method," through apprenticing, gaining a deep understanding of not only what we do, but why we do it. I believe that is a large part of leadership—a leader takes the time to walk the apprentice through the process and explain why they are doing it.

As for a person who wants to assume a leadership role, I suggest they spend the time and make the investment required to understand the values of the organization; question those values when necessary; and learn how the values translate into their job and responsibilities.

COMMUNIQUÉ: *What about the employees with fewer than three years experience, do you have any advice for them?*

MR. ANDRE: If you don't have a mentor, get one! Not only should you have a mentor, you should have a number of mentors beyond your chain of command. You should embark on a path of constant learning and never be completely comfortable in what you know and how you do your job. I suggest you actively seek mentors whose values you admire and from whom you can learn.

In addition, if you've been here three years or more and you have not yet been in "trouble"—then you haven't been trying hard enough. I've spoken to several young employees who have great ideas or have a great sense of curiosity and passion that is not being satisfied, and I'll say "Well why don't you go do this or that?" and they respond, "Oh, well I'll get in trouble" and I reply, "Go get in trouble!"

That is what I mean when I say that leadership needs to be exerted at all levels—DIA has embarked on a real period of change. However, I firmly believe that some significant aspects of lasting change are going to come from the new employees. It's fair to say if you have a particular chain of command that's not receptive to change, then you're getting hurt and the

agency's getting hurt as well. We want to create a culture in DIA that says we value your ideas and that they will be taken seriously—yet not all ideas can be implemented, but they will receive a fair hearing. That is what the strategic planning process was about and why we went through such lengths to have horizontal and vertical slices of the agency participate. On a side note, there were people in some of the strategic planning working groups who had been with DIA for fewer than three years whose ideas were implemented—that's pretty good!

COMMUNIQUÉ: *What are the three major issues that need to be addressed within DIA, as well as the intelligence community?*

MR. ANDRE: Our thoughts are clear on that point. Both the director and I have spoken on a number of occasions as to what the three major issues are—they can be found in the strategic plan as well as in the transformation plan.

The first issue to address is that of moving our collection system from one geared toward reconnaissance, to one geared more towards persistence, intrusive access and surveillance. Second is fielding a modern, state of the practice information management approach using commercial sector technology and processes, and the third issue entails integrating those aspects back into all-source analysis—putting the "all" back into all-source. Then you have to ask yourself, if we can do those three things, what is the denominator that makes them work in an optimal way? It's the work force, the people!

In this regard, "work force" is a much broader concept than just the carbon-based work units that we pay every two weeks. The DIA work force is also a series of partnerships between our agency and any parts of the commercial sector, academia, think tanks and other government organizations that can be leveraged and brought to bear at the right time on a given problem. So as you move towards relating those three end-states that we've laid out, you have to simultaneously say to yourself, If we can in fact achieve what we want, in terms of transforming those environments, what kind of work force do we need to be able to optimize our capabilities inside of them? You then realize the work force we need in 2015 is a very different work force than what we have today. In fact, it's not a linear extrapolation from today's work force. Yet how do you get from here to there? Moreover who pays the price and who bears the responsibility for making that happen? That is what we mean by strategic work force planning, that is one of the reasons why we're designating a Chief Human Capital Officer—so we can take both a strategic and tactical view of the work force at the same time.

> If you've been here three years or more and you have not yet been in "trouble" —then you haven't been trying hard enough.

DIA, needs to think beyond the cookie cutter, beyond the template, and realize that needed knowledge skills and abilities can be best acquired in different ways.

COMMUNIQUÉ: *What are your main goals and priorities as chief of staff?*

MR. ANDRE: Let's be clear, as chief of staff, I have no independent goals or priorities; I follow the director's goals and priorities, period. As chief of staff, I have a

disparate set of responsibilities that don't always seem to go together. For example, I manage the agency's tasking system, as well as a range of day-to-day urgent items that pop up continuously. I make sure items get processed on time—that they get to the right place and that quality control is maintained. At the same time, I ensure the strategic planning process is alive, well and meaningful within the agency. So I constantly have one foot in today while the other is firmly planted over the horizon, thinking about the future.

> When you walk through the turnstiles in the morning ask yourself, "Why did I come to work today?"

COMMUNIQUÉ: *What is a typical day in the life of the chief of staff?*

MR. ANDRE: Every day is an adventure. If you were to look at my calendar, you still wouldn't have any idea what happens because my days are so dynamic. It's challenging for me because on the Myers-Briggs type indicator scale, I'm an introverted intuitive thinking perceiving (INTP) type—not only am I an INTP, I'm off the scale on all of them. Nevertheless, I am constantly engaged all day long, either on the phone, on the video phone or in meetings. The part of my mission that I enjoy most is the strategic planning aspect, I am really comfortable with the big concepts—but I don't get to do that as much as I'd like.

When people say, "What do you really do?" I reply, "Remember the cereal commercial where they say, 'Give it to Mikey, he'll eat anything!' I'm the director's Mikey." If it doesn't fit neatly in some other organization, it's likely to be given to me; if it crosses a number of directorates, it's likely to be given to me; and even if it does fit neatly in another organization, sometimes the director will decide he just wants me to do it.

COMMUNIQUÉ: *If you were to leave the agency, what would you say about DIA's history, current status and DIA's future?*

MR. ANDRE: I would say one of the benefits of being in DIA is that its mission has always been unambiguous and clear. The degree to which we've performed that mission has kind of ebbed and flowed over the years, but I have no problem looking young professionals in the eye and saying, "DIA is a great place to work—you'll do meaningful work that makes a difference, performance is rewarded, and if you work hard, continue your education and embrace the right set of values, there's no stopping you in this agency."

I would also say that DIA has evolved in some pretty fundamental ways in my 25 years here—all changes for the best. However, I would stop and say "You ain't seen nothing yet!" If DIA were to become a publicly traded company, I'd buy lots of stock in it; that would be my bottom line.

COMMUNIQUÉ: *As a result of the stand up of the director of national intelligence (DNI), what changes do you expect to occur in DIA?*

MR. ANDRE: Frankly, I think the changes are going to be pretty subtle. DIA will be impacted in a number of ways, most of them positive. DIA products have already received more exposure, which will only continue. There is already a great demand for DIA employees to serve on the DNI staff—that's a mixed blessing, of course. DIA has a lot of talent, and the director is very supportive of populating the positions on the DNI staff with some of our very best. Serving in the DNI office is a great opportunity and if I were a youngster right now (anything under 50 is a youngster to me), I would take advantage of the experience. I wouldn't want to leave DIA, but I would want to go on a rotation there.

DIA lives very comfortably between the intelligence community and the Department of Defense; and I believe we will see the DNI staff increasingly turn to DIA as the DNI's military intelligence arm to more visibly support a wide range of intelligence missions.

Five years from now I see a DIA that's bigger, that has more mission—not less—that has more authority, officially, and more clout, unofficially, than ever before.

COMMUNIQUÉ: *The seventh floor of the DIAC has garnered a lot of attention. What was your concept for that floor, and is it achieving its purpose?*

MR. ANDRE: When Phil Roberts, then vice deputy director for analysis, and I first met with Bran Ferren, co-chairman and chief creative officer of Applied Minds, Inc. and designer of the seventh floor, my success-criteria for him was pretty succinct. Ferren is a master at integrating technology and people. He understood that DIA is all about providing brainpower, and contends brainpower is best applied when incorporated with the right technologies. We wanted to create a real fusion center where the technology becomes almost seamless but yet coaxes additional creativity out of our thinking.

...and if your answer has to do with something other than the importance of our mission, then you need to do a values check.

When creating the seventh floor, I told Bran that success would involve accomplishing two things. When DIA employees first walk onto that floor I want them to say, "I want to work here"—I think we've met that one. But more importantly, I want people who "own" information or data that we need to walk onto that floor and say, "I want these people to have my information." The jury's still out on that one, but I think we've turned the corner. Ultimately, our business is about transforming information into knowledge; technology alone can't do that. It's all about squeezing extra value out of the information that's currently available, to allow us to solve difficult problems, to discover truth and prevent surprise.

I'm very pleased with the floor, but I'm not ready to claim victory yet. I have been very pleased with the level of substantive intelligence activity that's been taking place on that floor, but I want to state that if we allow the seventh floor to turn into a conference center then we have failed. We want the seventh floor to be used to find new ways of discovering truth.

COMMUNIQUÉ: *Is there anything else you would like to share with our readers?*

MR. ANDRE: What we do here at DIA really counts! It is exceptionally important that we have a shared sense of the significance of what we do. When you walk through the turnstiles in the morning ask yourself, "Why did I come to work today?" and if your answer has to do with something other than the importance of our mission, then you need to do a values check.

Intelligence is a complex business where there are no all-encompassing experts, but there is a collective expertise that's very powerful, that can solve virtually any problem when brought together. Therefore we need everybody, in every function, to share not only a sense of significance but also of contribution. We all have a part to play—we do it by interacting with one another. No one can do their job by sitting in an office and just doing their thing; if you're just doing your own thing, then you're not doing it the way DIA needs it to be done.

Civilian & Military Personnel Update

Civilian and Military Retirements, Anniversaries, Promotions and School Graduations in April and May 2005

By Office for Human Resources, DAH

Civilian Retirements

Victoria L. Aud-McCool, MC
Denise F. Bainbridge, DI
Joseph W. Barnoski, DS
Gertrude E. Brake, DH
Charles S. Bullamore, FE
Albert M. Burger, CP
Michael M. Burns, DH
Len T. Busic, DS
Eunice J. Byrd, DS
Mary E. Carter, DT
Nancy K. Clark, DA
Dallas R. Collins, DS
Annette I. Dayton, DS
Herman C. Demme III, DI
James V. Dixon, DH
Lynne R. Dorsey, DI
Robert E. Epp, DI
Roland W. Flemming Jr., DA
Michael A. Fortunato, FE
Flora J. Frazier, DI
Clarence L. Habhegger, FE
Gertrude M. Hall, CP
Todd A. Halpern, DI
Daniel P. Havrilla, DI
Jane M. Hazel, DS
Vaughnita A. Johnson, J2
Joseph P. Kerr, DI
Bernita Ladd, DH
Thomas F. Leblanc, DI
Donald L. Mathis, J2
James A. McAskill, DA
Ruby A. McDonald, MC
William A. Miller, DS
Judy A. Moran, CP
Dennis D. Mosher, J2
William O. Mulvaney, DS
Kimberly B. Newton, DS
Vera R. Perry, J2
Peter K. Raimondi, DI
Marjorie Rieves, DI
Mary A. Ruehling, DH
Patricia M. Sager-Dean, DA
Barbara J. Simpson, DT
William E. Smith, DA
Norman M. Stern, DS
Theodore D. Stevenson, DS
Jeannette E. Urquhart-Buckley, DA
William H. Williams Jr., DA
Evelyn M. Zupko, DS

Employees Celebrating 35 Years Federal Service

William E. Boisseree, DI
William J. Porter, J2
Earl E. Sheck, DI
William E. Smith, DA

Employees Celebrating 30 Years Federal Service

Paul E. Clemons, DI
Frank J. Lascala, DI
Ruby A. McDonald, MC
David N. McLaren, DH
Lane E. Napoli, DH
Nancy L. Rogers, DI
Gary D. Sherwood, DS
Michael T. Soper, DA
Larry J. Stewart, MS

Employees Celebrating 25 Years Federal Service

Alfonso Agras, DH
Roy I. Apseloff, DH
Pamela J. Dobson, DI
Larry E. Hargis, DA
Dennis M. Holck, DH
Vernell P. McClinton, FE
Phillip E. Reynolds, DI
Pam Truchon, DA
Larry W. Wood, AE

Employees Celebrating 20 Years Federal Service

Bernd M. Arnold, DI
Gerald R. Ash, DS
David E. Barrow, DI
Bernetha L. Booker, DI
Kel J. Britvec, J2
Shirley L. Brooks, FE
Betty Butcher, DD
Norman P. Carroll, DS
Oliver R. Carroll, DH
Vandale Cooper, DH
Teresa L. De La Garrigue, DH
Tamara M. Hunt, DI
Mark A. Kirkland, MS
Susan J. Kohut, DI
Joseph P. Manfredi, DA
Tina M. Morris, DH
Robert J. Nisbet, DI
Mary Ellen Seale, DA
David L. Viets, DH

Employees Celebrating 15 Years Federal Service

Mark R. Cozad, DI
Nicholas C. Dessardo, DH
Scott F. Douglass, DI
Scott E. Foor, DS
Kevin N. Kearney, DH
Yvette S. Marsh, DA
Mark A. Mitchell, DH
Ernesto Pena, DI
Alan D. Reed, DH
Robert N. Ross, DI
Ronald M. Royster, DA
Cynthia R. Simmons, DI
Michael W. Swindle, DS

Employees Celebrating 10 Years Federal Service

Agnes G. Clute, J2
Cole M. Cox, FE
Thomas R. Foulke, DI
Eric P. Hudson, DT
James M. Kirk, HM
Keith Newsome, DH
Charles E. Thompson, DH

DIA Promotions to DISL

Jeffrey L. Baker, HM
Gerald A. Cady, DI
William M. Edwards, HM

DIA Promotions to GG-15

Nickolas J. Abramo, DT
William A. Auger, DI
Anthony J. Baratta, DS
Jennifer E. Bilchick, DI
Diana M. Bradham, AE
Roy L. Brock, DS
Marcela L. Cline, DH
Cindy L. Courville, CS
Mark R. Cozad, DI
Steven D. Fager, DS
Clarence E. Hodges, IE
Yurij B. Holowinsky, HM
Kelly R. Hughes, DH
James M. Kirk, HM
William C. Kramer, DI
Jean M. Layton, DS
Tessa Muehllehner, DI
Henry J. Oldfield, DI
Erin W. Redmond, DI
Doris Sokoloff, DI
Kolleen A. Yacoub, DH

DIA Promotions to GG-14

Aaron T. Ackley, DS
Robert H. Albritton, DA
Sharon E. Ambush, DH
John P. Bortner Jr., DI
Amy L. Boward, DI
Calvin Brown, DI
Yvette H. Bumpers, DS
Jose N. Cantu, DH
Stephen C. Christopherson, DH
Laura Jeanne Coco, J2
James L. Conger, DI
April L. Daniels-Kutzleb, DS
Deanna L. DeHaas, DI
Jeffrey S. Derfler, DS
Mark E. Duarte, DH
Robert E. Dunfield, DH
Jim M. Ducharme, DS
Richard D. Green, DI
Perry E. Harding, DI
Sharon Y. Harrington, DS
Nelson M. Meadows Jr., DS
Deborah K. Mills, FE
Keith Newsome, TE
Joseph P. O'Malley, DT
Kathleen M. Quinn, DS
Vonda M. Roseborough, CP
Dale R. Ross, DH
David L. Rundell, DI
Stanley Tukarski, DH

DIA Promotions to GG-13

Katherine E. Altom, DI
Reginald V. Autry, DA
Maryann J. Bolcar, DS
John R. Brogniez, DH
Colin E. Browne, DA
Denise M. Campbell, MC
Kristine K. Campbell, DI
Jayme E. Cartwright, DI
Leo H. Cole Jr., DA
Justin N. Cutting, J2
Sonal R. Daphtary, IE
Sherma K. Donovan-Beckford, DS
Lourdes Elman, DH
Cynthia M. Epler, DI
Deborah L. Evans, DH
Brian J. Ferrante, DA
Emily E. Freeman, CS
John M. Frazier Jr., DA
Charles A. Geisel, DA
Daniel Haddock, DH
Joel H. Hill, TE
Daniel K. Hooper, DT
Deborah Y. Hwang, J2
Matthew D. Kemp, DT
Randy C. Nunes, DI
Kenneth D. Nyman, DI
Christina Peters, OP
Joni M. Poch, DI
Erik Prentice, DI
David C. Raver, DT
Channing A. Rich, DI
Sasan K. Sabet, DH
Nora C. Scaccia, DI
Miriam R. Seldin, DT
Mary J. Vergara, DI
Steven T. Weatherly, DI
Olivia B. Wiley, DA
John D. Williams, DT
Sherine E. Younan, DI

DIA Promotions to GG-12

Theresa A. Babczak, TE
Crystal L. Bailey, DH
McArthur Billing Jr., DI
Michael G. Brown, J2
Nathan P. Brown, DI
Leslie E. Card, CS
Benjamin A. Curlee, DI
Kevin B. Donahue, MS
Colleen Elliott, DH
Jesse F. Ferrara, DI
Bernadette K. Gallagher, DT
Gayle L. Giffin, DI
Jill M. Guerin, DA
Elise S. Johnson, DA
Rebecca E. Johnson, DT
Eleanor Lee, DI
Steven Liverpool, DS
Mary J. Maguire, OP
Sarah L. Martin, DI
Brian K. McAdams, MS
Denise M. McDowall, DS
Edward T. McGowan, DT
Dennis B. Ojst, DI
Mai Loan Thi Pham, J2
Valerie K. Ramsey, DH
David J. Reis, DI
David S. Reynolds, DI
Martha C. Schwarz, DS
Adrienne D. Sheasley, FE
Bonita O. Singletary, DI
Jennifer L. Snellings, DI
Leroy P. Spriggs, DA
Kelvin M. Stroman, DA
Joseph J. Whited, DI
Donald P. Wilcox, DT
Sher'ri A. Williams, DT
Mark C. Yen, DH
Matthew A. Zentner, DI
Marcia L. Zimmerman, J2

DIA Promotions to GG-11

Marlene T. Batchelor, DI
Michelle N. Batten, J2
Barry D. Borie, J2
Jessie S. Cowhig, DH
Eric T. Daniels, DI
Doreen A. Deare, DI
Rhonda D. Edmond, DS
Tiffani N. Ferrantelli, DI
Mary B. Gross, DA
Richard A. Jacobs, DI
Christopher P. Linke, DS
Jeffrey H. Michaels, J2
Desiree D. Million, DS
Felicia M. Mitchual, DS
Stanli O. Montgomery, J2
Timothy P. Nelson, DA
Candace N. Ortuglio, J2
Andrew M. Pettigrew, DI
Jodi G. Riddell, J2
Jennifer R. Shoda, DI
Laura L. Sifuentes, DT
Zenia M. Smith, DS
Launa S. Snoke, DH
Gretchen A. Sparkman, DA
Joanne M. Stella, DS
Deborah J. Temple, DI
Gregg W. Updike, DT
James D. Viers, J2

DIA Promotions to GG-10

Michele C. Blalock, DI
Laurent M. Butzbach, DI
Beverly W. Chang, DT
Randi M. Davis, FE
Christopher A. Ellis, J2
Lorrie A. Evans, DI
Tracy J. Harvey, DH
Andrew L. Headley, DT
Carolyn Y. Holt, DA
Aimee M. Iannelli, DI
Ronda L. Johnson, DT
Walter L. Johnson, DA
Bret Kapinus, DT
Amanda E. Love, DI
Kimberly Y. Luckado, DA
Michael J. Lynch, J2
Cherise N. Malm, DI
Leslie A. Mastropietro, J2
Bruce J. Park, DH
Marilou Pierson, DH
Sandra L. Presley, J2
Claretha B. Richardson, DI
Kieata L. Richardson, OP
Dionne M. Rosche', DS
Christopher P. Rowland, J2
Ronald M. Royster, DA
Kurt K. Weiand, DI
Brenda Watkins-Younger, DR
Miriam H. Zimet, DI

DIA Promotions to GG-09

Ijeamaka J. Alfred, DI
Sharon N. Allen, DA
Tammy K. Andrews, DI
Nancy J. Baugh, J2
Jean P. Carlino, DR
Marie-Elizabeth T. Drechen, DA
Susan A. Fialkowski, DI
Ginger M. Florea, DI
Sandra A. Harris, DI
Ashmah H. Hosford, DI
Matthew W. Jackson, DI
Brian C. Johnson, DA
Nancy King, J2
Kathryn Kolowich, MC
Teresa A. Love, DI
Amanda R. Maits, DI
Jennifer E. McMahon, DI
Connor M. Norris, DI
Hannah Reddy, DA
Octavious L. Tookes Jr., DI
Lauren T. Van Horn, DT
Benjamin B. Wallace, DI
Valerie L. Watkins, DI

DIA Promotions to GG-08

Naz Ahmed, J2
Donald Barton Jr., DI
Elizabeth A. Kiefer, J2
Lisa A. Lande, J2
Matthew E. Reichenbach, DI
Stephen C. Sboray IV, DI
Erin L. Valocsik, DI
Rachel K. Ziegler, DI

DIA Promotions to GG-07

Denise R. Shanks, DA

DIA Promotions to GG-05

Jessica L. Morgia, DA

Army Promotions

Col. John M. Erwin, J2
Chief Warrant Officer Robert Wills, DH
Sgt. Demetrius J. Dease, DS
Sgt. Tyra M. Lavalais, DI
Staff Sgt. Charlotte McCloud, DH
Staff Sgt. Brian P. St. Onge, CM

Air Force Promotions

Lt. Col. Keith E. Andrews, J2
Maj. Andrew W. Bigelow, J2
Maj. Kelly A. Gossen, J2
Maj. Scott Phinney, DS
Maj. Richard B. Sanks, J2
Capt. Michael V. Chiaramonte, DS
Capt. Rashad E. Howard, DH
Capt. Edward F. Hwang, DH
Capt. Wilhelm A. Perez, MC
Senior Master Sgt. Georgia Royster, DH
Master Sgt. Tyson Jones, DH
Tech. Sgt. Tara G. Brown, DA
Tech. Sgt. Danyelle T. Littles, DS
Tech. Sgt. Aaron J. Miyasato, DI
Tech. Sgt. Angela Irving Smith, J2
Staff Sgt. Tymeca S. Lewin, J2

Army Advanced Noncommissioned Officer Course Graduates

Sgt. 1st Class Jeffrey P. Cox, DI

Army Basic Noncommissioned Officer Course Graduates

Staff Sgt. Jarrett W. Kahn, DH
Staff Sgt. Paul M. Olsen, DH
Staff Sgt. Kelley A. Schindler, DH

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in April and May 2005

By Office for Human Resources, DAH

Civilian Hires

William P. Adams, DS
Elvira C. Arteaga, DH
Tonia Austin-Douglas, CP
Joshua P. Batten, DT
Marc R. Bettencourt, DI
Scott E. Bohannon, DI
Frederick A. Booth, DI
Sanford E. Brooks III, FE
Barbara K. Brown, DA
Cheryl B. Bufton, DA
David L. Bunch, DI
Arnold E. Bush, MD
Wanda K. Campbell, DI
Bridget T. Carter, DA
Prayoot X. Charoenthep, CS
Jeffrey M. Chock, DT
Jung Y. Choi, FE
Brian D. Cogert, OP
Kimberly J. Cooper, DA
Siobhan L. Crawford, FE
Shirley Croskey, J2
Matthew C. Cummings, DT
Julie A. Darden, DH
Brian P. Davis, DA
Swetal N. Desai, DI
Jamee J. Dicob, DH
Amanda B. Dionne, DS
Tara E. Edlund, DI
Jonna C. Ellis, DI
Jennifer A. Faraon, DI
Charles F. Ferney, FE
Lawrence E. Finkelstein, DS
Steven A. Fisher, FE
Lisa D. Fitts, DI
Crystal N. Ford, DH
Roseal F. Fowlkes, DA
James D. Frishkorn, DA
Simon Fritzlan, DI
Dwayne W.Frye, DT
Garland A. Galway, AE
James M. Gerbert, DI
Suzanne M. Guerzon, DH
Christian M. Gilbert, DT
Irene Goodheer, DS
Robert D. Gourley, DS
Jared M. Grimes, DT
Clarence L. Habhegger, FE
Kelli D. Heidebrink, DT
Michelle A. Hill, DS
Lolita R. Homer, DI
David G. Humphreys, DI
Todd T. Izydorski, DT
Alfreda Y. Jefferson, DH
Angela D. Johnson, DA
Daniel W. Johnson, DA
Brenda J. Johnston, OP
Alicia F. Jones, DA
Daniel K. Jones, DI
Dana P. Kabana, OP
Jeremy T. Kane, DI
George W. Kelly, DS
David A. Kibiloski, DI
James P. Klapps, DI
Kevin J. Kuesters, FE
Michele H. Lee, DI
Kenneth J. Leppold, DI
Daniel L. Lin, DI
Samuel J. Linton, DI
Robert W. Lose, DA
Donald S. Lupton Jr., DA
Douglas M. Magoffin, DH
Devon M. Malene, DI
Thomas R. McCabe, DI
John B. McManus, DI
Richard D. Mestas, MC
Mickalei O. Meyer, TE
David D. Miller, J2
Chrystal L. Mitchell, DI
Robert C. Mohn, AE
Melanie Y. Moore, AE
Suzanne M. Moret, J2
Renee L. Morris, DA
Pedro G. Munoz-Dones III, DI
Randy Napiza, DS
Richard J. Ogletree, DT
Sharon A. Osburn, MD
Matthew Pascarella, DT
Juan C. Pena, DS
Raleigh D. Peoples, DH
Andrea A. Peters, DA
Henry Pierre-Louis, AE
Michael B. Plaia, DA
Michael J. Ralph, DS
Geraldine R. Redmond, DH
Bobby J. Reighard Jr. OP
Anita L. Reynolds, FE
Jimmy D. Rhoden, DA
Vernell Robinson, DS
David R. Salvagnini, DS
Lara N. Sanford, FE
Bryan M. Savage, DH
Mark M. Schmitz, DS
Douglas M. Short, DA
June A.Slayton, DA
Steven B. Sligar, DT
Nicola J. Soares, DH
Patrick D. Stangee, FE
William F. Stefan, FE
Ann E. Talmadge, J2
Christopher A. Tipple, DT
William R. Tobin, DI
Theresa M. Tookes, DH
Richard L. Towner, DT
Kerrie J. Vidis, DH
Jeffrey B. Vollers, DI
Harvey M. Von Hollen, DI
Eric R. Washington, DA
Dennis M. West, DH
William Wheatley, MD
Katina L. Williams, IG
Shannon M. Wilson, DH
Michael E. Witowski, DS
Robert A. Wood, DT
Christen Wormer, J2
Bruce Wynn, J2

Active Duty Hires

Army

Master Sgt. Brian E. Baity, DA
Maj. Lance E. Jacobsen, DI
Staff Sgt. Jarrod Jordan, DS
Staff Sgt. Colleen Moon, DH
Lt. Col. Natalie G. Lee, IE
Lt. Col. Jeffrey Murphy, DI
Capt. Andrew M. Sherman, DH
Sgt. 1st Class Jennifer Washington, DA

Navy

Cmdr. Craig R. Black, DH
Lt. Cmdr. Christopher C. Bone, J2
Lt. Cmdr. Andrew I. Krasny, J2
Lt. Cmdr. Michael P. Lynch, J2
Lt. Todd A. Bowie, J2
Lt. David J. Bringle, DT
Lt. Valeret H. Collins, DI
Lt. Leonardo D. Mendez, DI
Lt. Nathaniel R. Shick, DT
Capt. John W. Mengel Jr., DH
Chief Warrant Officer James Roberts, DH
Chief Petty Officer Obery D. Goodley, DA
Chief Petty Officer Stephen I. Hithe Jr., CE
Petty Officer 1st Class David R. Ickes, DH
Petty Officer 2nd Class Daniel A. Zinnikas Jr., DH
Petty Officer 3rd Class Mack C. Davis, DS
Petty Officer 3rd Class Tron C. Owens, DS

Air Force

Col. William P. Bridges, DH
Col. Jori N. Cromwell, MC
Col. Debra A. Martinez, DH
Col. Jonathan M. Wohlman, CE
Lt. Col. Richard W. Chancellor, DI
Lt. Col. John D. Robinson Jr., DH
Maj. Keli A. Bedics, DH
Maj. Jeremy J. Fenceroy, DH
Maj. Jason W. Guy, DH
Maj. Andrea J. La Force, MC
Maj. Patrick G. Sullivan, MC
Maj. Matthew W. Yocm, MC
Capt. Anna L. Bosley, DI
Capt. Kenneth R. Knight, DH
1st Lt. Adam E. Clary, DH
1st Lt. Nickolas A. Franklin, DS
1st Lt. Joseph C. A. Montecillo, DS
Chief Master Sgt. Jill A. Jamros, MC
Chief Master Sgt. Jack J. McMullen, DH
Chief Master Sgt. George M. Surmall, DH
Chief Master Sgt. David L. Zeiters, MC
Master Sgt. Jacqualine P. Lewis, J2
Master Sgt. Rosie Muniz, DH
Master Sgt. Danny P. Natividad, DH
Tech. Sgt. Jeffrey R. Davis, DS
Tech. Sgt. Joy L. Gregor, DH
Tech. Sgt. William Makarevich, DS
Tech. Sgt. Walter Reynolds, Jr., DH
Staff Sgt. Andre D. Snowden, DI
Staff Sgt. Truman C. Speece, DH
Senior Airman Vincent D. Yao Pul, DS

Marine Corps

Sgt. Matthew R. Ragan, DI

Attention! DT-101 is Here!

By Laura L. Sifuentes, DT

AS THE DIRECTORATE FOR MASINT & TECHNICAL COLLECTION (DT) KICKS-OFF ITS SECOND YEAR, it is working hard to streamline and improve its internal processes by launching new initiatives that support the employee. One example is a pilot program that began in February 2005 called "DT 101," an orientation course designed to provide new employees with a comprehensive view of DT. The course provides a glimpse into each group's mission, current projects and successes.

The half-day course stresses the functions of, and interrelationship among, each DT group, the organizations that support DT and existing employee resources.

The DT-101 curriculum is the following:

• **DT-HQ**	Organizational View of Directorate
• **DT-CS**	Collection Management Group
• **DT-CO**	Collections Operations Group
• **DT-ST**	Science and Technology Group
• **DT-MC**	Measurement and Signature Intelligence (MASINT) Group
• **DT-NSP**	National Signatures Program
• **DT-OIA**	Overhead Non-Imaging Infrared Group
• **DT-FE**	Financial Management Office
• **MASCOM**	MASINT Committee
• **COE** and **LEAP**	Council of Employees and Leading Employees to Achievement and Progress

After the pilot session was completed, DT surveyed the attendees to gauge whether they felt the course had been valuable in increasing their understanding on the inner workings of the directorate. The feedback was very positive and those who attended felt it was a worthwhile program to continue. With that news, senior management sanctioned the continuation of the program. DT-101 will be held in Clarendon and will run every four to five weeks in 2005 to coincide with the Defense Intelligence Agency's Tomorrow's Intelligence Professionals training program.

Although the primary targets are the new DT employees, the program is open to everyone with TS/SI/TK clearances within DT and the agency. For example, the human resource managers in the Office for Human Resources who support DT attended the session given on March 31, so they could increase their understanding of the directorate's organizational makeup. As for those who have been in DT for a while, DT-101 serves as a refresher course because the presentations are updated with each session reflecting existing activities.

The program has been gaining momentum with each session; attendance and demand are up. E-mails are flowing in asking when the next session will be scheduled. This is a good sign that DT is on the right track!

For more information on future DT-101 sessions, visit the DT Web site at http://dt.dia.ic.gov/

A Marine Attaché in Imperial China

By Dirk H. Salverian, HM

SHORTLY BEFORE CHRISTMAS, I PURCHASED A COLLECTION OF LETTERS COMPOSED BETWEEN 1903 AND 1913 BY A MARINE CORPS OFFICER. As I read one letter sent from China, dated Jan. 30, 1912, a sentence suddenly held my interest: "We came across quite a lot of information. I am pretty tired this evening, and tomorrow I have another round to make to locate some forces." Believing the officer was performing some type of collection activity, I was determined to find out what he was doing in Peking on that cold, crisp January night.

I quickly learned the Marine Corps officer was one of the first officers ever detailed to perform attaché duty. More importantly, he was part of a broader scheme with the Office of Naval Intelligence (ONI), to correct a problem that still plagues us today – how to expand our pool of trained linguists capable of collecting against newly emergent threats.

photo submitted by James Bigler Jr

Capt. Epaminondas L. Bigler circa 1916-1917 Port Royal Marine Barracks, S.C.

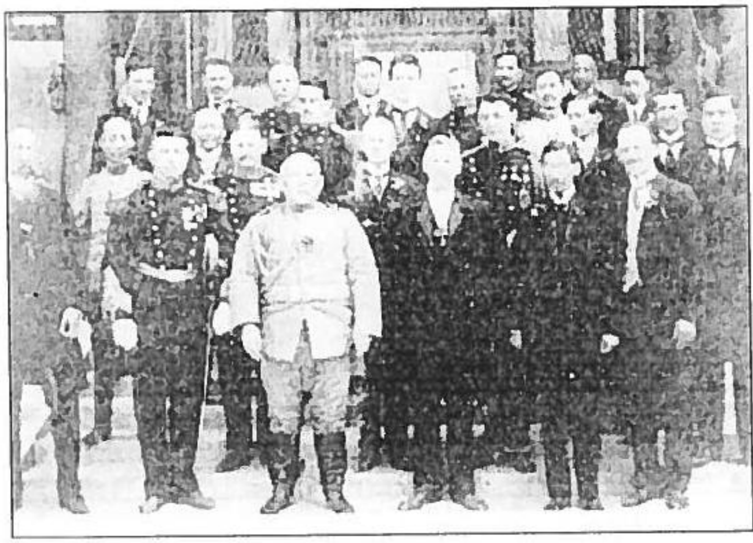


photo submitted by Doris Aultman

The American Minister, Attachés (Bigler rear row, third from left), Marine Legation Guard Officers and Senior Legation Staff visit new elected President Yuan Shi-Kai, Marrch 1, 1912.

The Marine's name was Epaminondas L. Bigler; he was born June 15, 1870, in Greenville, Ohio. His letters show even as a young boy he had a restless streak, always looking to "Go where things are doing." He tried teaching, practicing law and even joined his local militia unit at the outbreak of the Spanish-America War, but the war ended before he had the opportunity to see combat.

Bigler considered journeying to South America or Africa to seek adventure, but in 1903 he saw the Marines were looking for officers. After soliciting the support of some very prominent Ohio politicians, Bigler obtained a commission in the Marine Corps on Jan. 16, 1904.

Following graduation from a 10-month officers training course, Bigler drew assignments to Midway Island, Hawaii and Annapolis, Md., before being detailed to the Portsmouth Naval Prison. In Portsmouth, his immediate supervisor was Maj. Henry Leonard, who had recently returned from China as the first Marine attaché. Leonard must have taken a lik-

photo submitted by Doris Aultman

The Imperial Throne Room, Peking circa spring 1912 (note flags of the new republic).

ing to Bigler, based on his performance reports and surviving letters, and probably played a key role in Bigler receiving preparatory orders in the winter of 1910 for duty in China.

Bigler initially believed he was going to be assigned to the Marine Legation Guard in Peking, but concerns at ONI over their ability to support war planning against Japan ultimately placed him within the attaché community.

As the Naval War College began to update war plans against Japan, ONI recognized existing intelligence databases were insufficient to support planning efforts. To correct the problem, ONI created the Language Attaché Officer Program in order to produce a cadre of foreign language specialists capable of supporting operations in potentially hostile regions. The first three language officer attaches were sent to Tokyo for training that spring.

Shortly after the first language officers departed for Japan, Marine Commandant Maj. Gen. George Elliot proposed sending similar officers to China. He noted in a memo to the assistant secretary of the Navy, "With advertising more than causally to the current political conditions, China would seem a logical field for possible future operations. Knowledge of the language by some members of an occupying force is highly important, almost essential." Elliot went on to explain the curriculum would follow a State Department language study program currently being run at the American Legation in Peking. ONI endorsed Elliot's request, adding they would monitor the troop's activities via quarterly progress reports from the naval attaché in Tokyo: Capt. Shipley.

At the end of April 1910, Elliot personally nominated Capt. Thomas Holcomb, a former white house aide, and Bigler, now a first lieutenant, as language attaches to China. Holcomb's selection was a natural choice, as he was already at the Legation, having served there intermittently since 1905. For Bigler, to be selected without prior language or China experience indicates he must have been viewed as a top performer within the Corps.

During the summer of 1910, China was on the verge of a revolution. The ruling monarchy was faltering under social, economic and political strains, and regional revolts, famine and floods were commonplace. Compounding the situation, foreign domination of the economy became a source of widespread Chinese resentment. Remembering how Chinese ultra-nationalists during the Boxer Revolt targeted foreigners just 10 years prior, the Western and Japanese diplomatic communities kept a wary eye on each regional disturbance.

Whether Bigler was aware of these tensions before his arrival is unclear, but

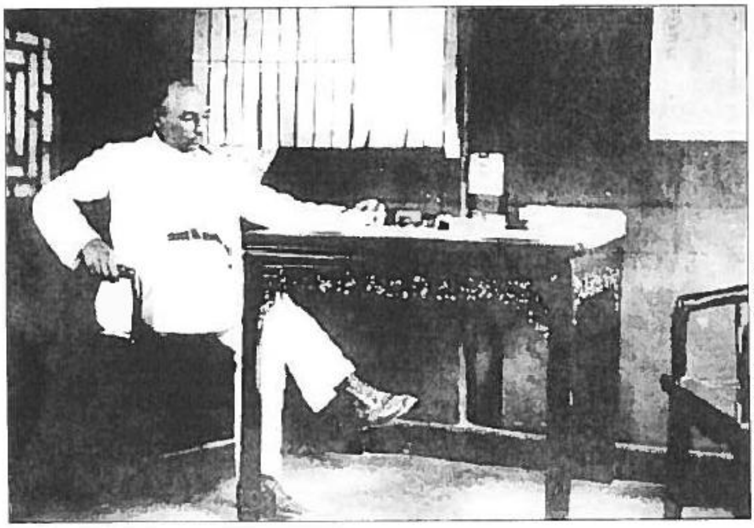


photo submitted by James Bigler Jr.

Top: Bigler studying in his home in China.

Right: A portion of the Peking city walls.

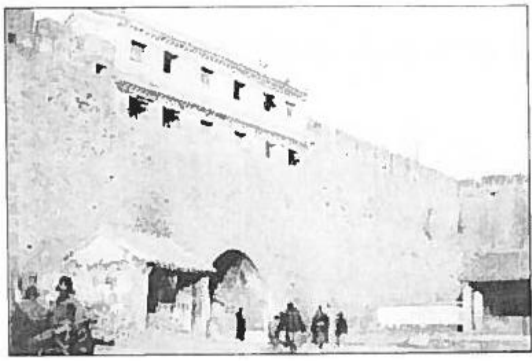


photo submitted by Doris Aultman

after signing into the Legation on June 27, 1910, he followed diplomatic community practice of leaving the heat and dust of the city for a cooler climate - in his case, the hills west of Peking. Like other diplomats, Bigler set up his summer home within a Buddhist temple. Bigler's language study program matched him with a Chinese national who served as his language instructor for the duration of his tour. The curriculum included word exercises, translations of classical and military texts and oral communication. Two months into the program and living alone in his "dark and dismal" temple, Bigler complained to his brother, "I am working away school-boy style and can scarcely tell how much progress I have made. The only thing to do is to plod on...plod on."

Despite the difficulty of learning a new language, within six months Bigler was conversant enough to augment his income by teaching English in a Chinese government school, which brought a sharp rebuke from the secretary of the Navy's office.

As Bigler's language abilities improved, he noted with satisfaction the compliments he received from those assessing his progress. His testing official, Legation Chinese Secretary Charles Tenney wrote, "I cannot speak too highly of Lt. Bigler's diligence and capacity for hard work." The Naval attaché reinforced a picture of determination by recording in Bigler's performance report, "He is living entirely among the Chinese" and "studying an extraordinary 12 to 14 hours a day." Although at the end of Bigler's China tour he would fall below Capt. Holcombs' abilities as a conversationalist, Tenney viewed him as a very proficient translator, well on his way to mastering this difficult language. With cooler weather in the fall, Bigler returned to Peking. But unlike other diplomats, Bigler would take a house in the Chinese section of the city where he had the opportunity to mix with ordinary citizens to observe their customs and habits.

For the first year and a half, Bigler remained focused on language studies, but on Oct. 10, 1911, the long anticipated revolution began that would ultimately oust the ruling Manchu dynasty and allow Bigler to use his language skills to collect intelligence. Bigler's first indication the revolt was serious came on Oct. 22 when he found himself barred from leaving the city for his familiar Sunday walk. Bigler noted how Imperial Chinese soldiers now manned the surrounding city walls. Complaining to his brother, "The soldiers would not let me through without a pass...they expect the rebels to try and take the city one of these days." In subsequent letters, Bigler noted the revolt's progress as province after province joined the rebellion.

As the revolt gained momentum, the U.S. attaché's tried to gain approval from the

photo taken by A.L. Outt

Rebellious Chinese soldiers looting near Nanking, China, circa October 1911.

Chinese government to allow them to observe the fighting south of the city but, as Bigler recorded, all requests were denied. Isolated in Peking, Bigler added that the government reports they did receive were unreliable or exaggerated at best. However, the attaches were free to scour the city for rumors and listen for hints of threats directed toward the diplomatic or missionary communities.

Shortly after the new year, as rebels continued their advance northward, some of the Chinese troops inside Peking mutinied. As the mutineers now posed a creditable threat to the diplomatic community, Bigler put aside his studies to gather intelligence around the city. He observed for several days, prior to the mutiny, Chinese soldiers arriving from all parts of the country and believed "something big was soon going to happen." As loyal troops battled the mutineers, Bigler described how he and Holcomb performed "mysterious work" roaming the city for information. He stated while some intelligence was gathered directly from Chinese soldiers he received his best information from camp followers and loiterers.

Although records are incomplete, it appears the American minister in Peking used their collected information in his daily cables back to the State Department. Washington was informed that, although the mutiny was serious, Americans were not threatened so no evacuation was required.

By the end of March 1912, with the monarchy gone and China now a republic, the crisis in Peking passed. Bigler put aside his intelligence duties to finish his language study program. At the end of June 1913, his tour complete, Bigler packed up and followed the age-old ritual of doing last-minute gift buying before starting his voyage home aboard the Pacific Mail Steamer, SS Korea.

Bigler, following his service at Norfolk, Va., Parris Island, N.C., and France, returned to Peking in 1919 as a major and served briefly as a commander of the Legation Guard. However, within a year Bigler developed an eye disease requiring treatment stateside. Despite nine months of treatment his condition did not improve and he submitted his resignation to the Marine Corps. Bigler retired with full disability in January 1921.

Did the Language Attaché program work? After interviewing his grandson and other family members, I believe the answer is yes. Bigler became fluent in Chinese and a keen observer of their customs and culture. But, as is often the case, subsequent assignments denied him the opportunity to fully utilize the investment that kept him in China for three years. Hopefully, as we search for ways to improve our community's language skills we will remember "total immersion" does work, but its full benefit comes with repeated opportunities to return to a targeted region.

New COMMAND POST is here to SERVE YOU, DIA!

By Kieata L. Richardson, OP

THE DEFENSE INTELLIGENCE AGENCY COMMAND POST STOOD UP JUNE 1 for operations to serve DIA's work force with global situational awareness, 24/7.

Under the direction of Vice Adm. L.E. Jacoby, the command post operates with the utmost dedication to DIA's mission, vision, values, strategy, goals and objectives. The intent of the command post is to obtain information and provide it in a clear, concise manner on a day-to-day basis. Ultimately, this will allow the director, senior leadership and the work force to have one element providing information that affects DIA's operations.

The command post will work as a team with other watch operations within the agency to provide daily reports on our operational activities near and abroad. Some of the services we will monitor and provide daily situation reports are:

- Force protection conditions for Bolling Air Force Base, Md., the Pentagon, the Missile and Space Intelligence Center in Huntsville Ala., the Armed Forces Medical Intelligence Center in Fredrick , Md., and Clarendon
- Terrorist threat level
- Senior leader status—where they are and how to contact them when they are off site
- Deployment/redeployment of DIA personnel
- National watch reports from other entities inside and outside of the intelligence community
- Serious incidents from around the world that impact or could impact DIA operations
- Facility operational status, including significant changes to the operations of DIA facilities and how it affects work-flow
- Consolidation of watch reports, which is collected from other watch centers of latest information and the impact on DIA operations or personnel.

The command post will focus on providing situational awareness to ensure that complete and timely information is received. At the end of each day, the efforts of the command post are to support senior leadership in their daily decision-making process and to aid the work force in their efforts to produce world-class, all-source intelligence.

DIA Command Post Information:

- Unclassified Phone: (202) 231-8909/8088/4619
- DSN Phone: (312) 428-8909/8088/4619
- Secure Phone: 981-3684/3168/3192
- Secure Fax: (202) 231-8551
- Unclassified Fax: (202) 231-1679
- Toll Free: (866) 285-6283
- Unclassified e-mail: *Sea0103@dia.mil*
- SIPRNET e-mail: *dicm286@notes.dawn.dia.smil.mil*
- JWCIS e-mail: *dise276@dia.ic.gov*
- In DIA's global e-mail Command_Post

Analysts better prepared to Conduct BATTLE DAMAGE ASSESSMENT

By Capt. Gregory Kula, J2

THE BATTLE DAMAGE ASSESSMENT (BDA) PROCESS IS OFTEN CRITICIZED as being slow and unresponsive, especially in light of today's rapid and dynamic military campaigns.

New methodologies and technologies are part of the solution, but the community still needs trained assessment analysts and a venue to practice the art and science of assessment. Currently, there is not a career field for "BDA analysts," but during a contingency there is an overwhelming demand for analysts to prepare post-strike BDA assessments.

The Joint Military Intelligence Training Center's BDA Familiarization Course provides the fundamentals of BDA, however to apply the knowledge gained in the classroom there needs to be more training events. A productive training vehicle is an interactive exercise where the analyst's all-source assessments drive the scenario and impact the next day's strikes. In response, the Defense Intelligence Agency's Deputy Directorate for Targets (J2T) created and hosted a BDA exercise, held April 19-21, with national-level participants to accomplish the following: challenge participant's analytical skills, validate J2T's BDA processes, identify areas for improvement and introduce new methodologies and technologies.

After three months of intense collaboration, J2T, DIA, the National Security Agency and the National Geospatial-Intelligence Agency exercise planners produced a full set of exercise materials including open source; measurement and signature; imagery; signals intelligence; targeting objectives; and strike plans. During the three-day event, J2T provided simulated strike data on a notional adversary to subject matter experts from DIA's Physical Vulnerability Division; the Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance Office; the Military Forces Analysis Office; the Military Infrastructure Office; and the Defense Threat Reduction Agency. Thirty analysts worked within real-world time constraints generating 89 imagery products, 13 functional damage reports and four target system analysis reports. Participants unanimously agreed this was one of the best exercises they have supported in years. One senior analyst concluded, "I cannot recall a better exercise that I have participated in."

J2T plans to expand the scope of future exercises to include the full range of kinetic and non-kinetic targeting and assessment. J2T's goal is to develop a highly skilled cadre of BDA analysts producing timely, accurate, all-source assessments that will ultimately improve operational decision-making.

Is Programming for Me?

By Lorraine G. Brown, FE and Scott C. Elliott, CP

DO YOU BELIEVE A CAREER IN PROGRAMMING IS FOR YOU? DO YOU HAVE WHAT IT TAKES TO BE A PROGRAMMER in the fast-paced, ever changing world of financial resources management? Bruce Quigley, the senior program manager assigned to the Program and Strategic Investment team in the Chief Financial Executive directorate, offers his thoughts regarding the responsibilities of a programmer. Quigley has 13 years of programming experience. In Quigley's opinion, there are several obstacles a programmer faces at the onset of a program build. "There are three major challenges in the early stages of a program build," he said. "At least two of them stem from the fact that there are usually three fiscal years in motion at any given time — the year of execution, the budget year under review by Congress and the Future Years Defense Plan (FYDP) request."

The tasks associated with the year of execution and the budget year can conflict with building the program for the FYDP. Quigley said it's important to examine the relationships between the program, the budget and current execution, while simultaneously adapting to changing priorities and requirements. "The first challenge is to get the last build to come to a conclusion," he said. "Ideally, the upcoming year of execution would be approved by Congress well ahead of the start of the fiscal year."

Normally, Quigley said, the Office of the Secretary of Defense (OSD) and the Office of the Director, National Intelligence (ODNI) program budget decisions (PBDs) are all identified and coordinated in early December each year. The resources data base is then locked down in early January to allow the Congressional Budget Justification Books (CBJB) to be prepared in early February of the next President's Budget request to be given to Congress after the State of the Union address. "Unfortunately, the execution year starting point is often delayed until past Oct. 1, which causes a flurry of activity among resource managers who have to figure out how to continue operations under a continuing resolution," he said. "Oftentimes we are still working PBD issues well into the holiday season, and since they determine our starting position for resources for the upcoming build cycle, we cannot start the next cycle process until they are completed and the results are captured in the resources data base."

PBDs also impact on the preparation of the CBJB, which means the time programmers planned to devote to writing and programming guidance is spent working on the CBJB.

Quigley said the second challenge is focusing on future requirements, resources and force structure. "This can be very challenging because no one knows with certainty what the future holds," he said. "Programming is forward-leaning and emphasis must be placed on looking at least 18 months, and as far as seven years, into the future and asking what is needed to accomplish the mission." Agency senior leaders must balance their focus between program budget builds, while also addressing world issues, Quigley said. "Our leaders are called frequently to testify before legislative overseers to explain and defend the president's budget request under review on Capitol Hill."

The third challenge, Quigley said, is incorporating the overseers' guidance into programs. "Programming is the first step in making sure we have resources properly positioned to accomplish our assigned roles and missions," he said. "Moving resources around with the agency can be avoided

if we ask for the resources in the proper locations at the beginning of the process. "We identify the resource requirements that will support the agency in achieving its mission goals for the FYDP and consider our overseers' guidance and response to our request," he said. "However, our overseers are not always supportive of our position and, in those instances, we may have to adjust our program."

Quigley said the "holy grail" of programmatic guidance gives specific direction to what programmers should stop doing to fund expansion or new areas of emphasis. "Nothing identifies the constituents of some capability at DIA like the whispered rumor of some reduction," he said. "This usually forces us into a series of prudent reductions rather than the total elimination of an agency capability."

Frequently, he said, programmers have to begin the build process without formal guidance, and it can result in problems later in the cycle if the guidance changes or isn't consistent with the direction taken in early deliberations. "The bottom line is that having this guidance at the start of our internal deliberations on resource allocation is an extremely integral part of our ability to build a program that complies with our overseers' visions of the future," he said.

With regard to indispensable qualities required of a master programmer, Quigley identified two: handling pressure and communication. "You need the ability to deal with the pressure of large tasks with short suspenses," he said. For instance, the General Defense Intelligence Program (GDIP) build is an extensive series of meetings involving senior leaders, where frequent scheduling conflicts can delay the making of important decisions.

"You need to be flexible, adaptive and a good negotiator," he said. "You are frequently called upon to be the 'honest broker' in recommending courses of action to senior leaders, so you must be able to view issues on their merits without regard to the personalities and organizations involved. You also need to be detail oriented and willing to spend an hour or two chasing the final $3,000 mistake that always creeps into a multi-billion dollar data base," he said.

Effective written communications skills are a must, since programmers try to draft inputs for review and comment to expedite the process, Quigley said. "It is always easier to have someone comment on a draft than it is to task them to develop something from scratch," he said. "You need to be able to edit inputs of folks from within your shop and from across the agency to have a strong budget justification."

Programming is the first step in making sure we have resources properly positioned to accomplish our assigned roles and missions

In addition, Quigley said programmers need strong public speaking skills to explain to the agency DDFors the budget environment in the upcoming FYDP and to outline the issues that need to be resolved. "You will have to defend your position on your recommended courses of action that may require DDFors to 'contribute' to higher priority requirements within DIA," he said. "At the end of the cycle you will have to present a decision briefing to the director that outlines the areas of consensus on resource allocation and areas where alternative views are held."

In terms of what someone needs to know to build a program, Quigley said the

biggest thing is to know what DIA does, why and for whom. "If you do not explain clearly and convincingly the agency's position, our overseers are liable to give the resources to someone who can," he said.

Programmers also need to be able to read guidance from CMS, OSD, program managers and functional managers and be able to translate that guidance into recommendations on resource allocation and specific courses of action for DIA to follow. "You need an understanding of the different appropriations, strong math and analytical skills and the ability to use the resources data bases," he said. "Even more, a willingness to learn and apply the knowledge is more important that actual hands-on experience."

Training and certification programs are offered by the Program Management Institute for program management and resource programming that offer structured guidance on essential skills and techniques, he said.

Quigley noted several other attributes a successful analyst needs to make the process run more smoothly. "First and foremost, an analyst must have the ability to think, act and write from an agency perspective," he said. "Change is fairly constant in DIA, especially from an organizational perspective, and we cannot do a good job representing and defending requirements and resources if we do not fully understand the requirements. Therefore, it is important for program managers to spend time with budget analysts, fully explaining program requirements."

It is also important that analysts complete actions on time, completely and accurately. "Most of our work is the integration of inputs from across the agency," Quigley said. "Many of our processes run sequentially rather than in parallel, so we cannot start on the next set of data base changes until we complete the current set of data and verify it. "We depend on your submissions to make the total agency program," he said. "The programming process is intended to produce a coordinated, consolidated statement of requirements."

The final program, Quigley said, is built from the ground up, starting in the DIA directorates. "As individual program managers, you need to convince your senior managers of your need for resources, either the ones you already have or the ones you need that must be taken from someone else," he said. "That job of convincing continues up the chain at the agency and GDIP levels, and into the Congressional arena." Once the asked-for funds are allocated, the task changes to that of demonstrating the positive benefits that can be delivered from the resources provided. "Things like the Blue Plate specials and GDIP Success Stories provide you with opportunities to wave your own flag and show the return on the investment of taxpayer dollars to your particular program and in DIA," he said.

Quigley offered the following advice to aspiring financial programmers: "A background in one of the major mission areas of DIA is a big help in being able to define and defend agency resource requirements," he said. "Take advantage of the wealth of information available on JWICS about the GDIP as a program and the DIA as a major intelligence node in the larger U.S. community."

Quigley also urged aspiring programmers to take the time to find out what is going on in other parts of their directorates and other parts of the agency by utilizing the directorates' web sites on Intelink. "We have people engaged in everything from figuring out which spider hole in Iraq had the 'Crackerjack prize,' to building prototypes of future MASINT sensors, to predicting who the next leader of a nation might be whenever a vacancy occurs, and everything in between," he said.

"DIA is a fascinating place to work," Quigley said. "Trying to make sure we have the resources we need to do our jobs when the future gets here is a worthy challenge."

What is the Freedom of Information Act?

By Peggy A. Bestrain, DA

THE ORIGINS OF THE FREEDOM OF INFORMATION ACT (FOIA) began during one of the most turbulent periods of American history, the late 1960s through the early 1970s.

At that time when our country was divided by the Vietnam War, an unknown source had leaked the "Pentagon Papers" to the press exposing controversial information about the start of the war, and the Nixon administration was embroiled in the Watergate scandal.

These events resulted in public demand for more government openness and access to its information by the American people. Although originally enacted in the 1960s, FOIA, under Title 5, Section 552 of the U.S. Code, was amended in 1974 to make it more effective and enforceable.

FOIA is mandated for compliance by all executive branch agencies of the U.S. government and applies to the intelligence community, including the Defense Intelligence Agency. In 1992, following a large number of requests for information under the law, DIA formally established a FOIA office, which currently is assigned to the DIA Office for Information Services, Public Access Branch (DAN-1A).

The FOIA office is the interface between the American public, private organizations and DIA regarding information that the agency has created and holds on behalf of the American people. A requester is free to ask for any information that a person can describe in writing. Although any information can be requested, much of what DIA has produced cannot be released to the public due to national security concerns or privacy issues. FOIA carefully describes the justifiable reasons an agency may use for not releasing material, and the agency must be able to defend its denials to release information.

All of the work done by DIA's FOIA staff is generated by public requests for information. Each day brings an unpredictable quantity of requests for information, sometimes as many as 100 per month. Although the request topics vary, there are certain recurring themes. The office receives many requests for information regarding unidentified flying objects (UFOs), prisoners of war and missing in action (POW/MIAs), as well as information about breaking events currently in the news. Requests for information on recent events are the most difficult to fulfill because there may be a large quantity of material available but it has usually not been reviewed for public release. The current issue requests are time consuming efforts that frequently require subject matter experts to be consulted. Older holdings, such as DIA records concerning UFOs and POW/MIAs, have been searched and reviewed many times. Therefore the staff knows what material is available, and can quickly respond to incoming requests.

When DIA releases information to the public, it often provokes high media interest. Once the material is released, everyone can have access to it, even if they did not request it. This information is frequently used as the basis for news articles, and some organizations repackage it and sell the information in condensed, indexed formats. Non-profit groups also obtain information for release to their special interest

groups. This is all covered under FOIA intent—American people should have access to information about the processes and actions of their government in order to remain a strong democracy.

DIA's response to a FOIA requester includes the number of documents identified as being responsive to the request and the releasability of those documents. They can be released in full, partial or not at all. The office includes justification for each decision. If a document is found in DIA that contains information created by another organization and it is applicable to the request, the document is forwarded to the originating agency for a review. The originating organization generally responds directly to the requester regarding its document. DIA informs the requester of this action. Agencies cannot release information they did not create without the written permission of the originating agency.

If the request for information under the FOIA is denied, either totally or in part, the requester can appeal and request an additional review of the information. DIA's response to the appeal is rendered by DIA's chief of staff. If this does not settle the issue, the requester may go to court to ask for the requested information. DIA's FOIA staff answers approximately 1,000 requests each year, and strives to balance the needs of American citizens with the need to protect information vital to national security.

ARMED FORCES DAY Reception

By Angela D. Acklin, IE

photo by Murray Milton

DEFENSE INTELLIGENCE AGENCY DEPUTY Director Mark Ewing hosted the annual Department of Defense Armed Forces Day Reception for the Corps of Foreign Defense Attachés at the U.S. Department of State on May 18. The secretary of defense and the chairman of the Joint Chiefs of Staff and his spouse were invited as guests of honor. The attachés were formally introduced and presented as a part of the evening's sequence of events. Approximately 160 foreign guests and 143 U.S. guests attended, including representatives from the office of the secretary of defense, the joint staff, the intelligence community, the services, Congress, combatant command liaisons, and DIA executives.

photo by Staff Sgt Jera Stubblefield

photo by Murray Milton

MASINT Road Show FORGES AHEAD at the JWAC

By Scott C. Elliott, CP and DT Staff

ANALYSTS FROM SEVERAL INTELLIGENCE COMMUNITY (IC) AGENCIES gathered April 29 at the Joint Warfare Analysis Center (JWAC) in Dahlgren, Va., to attend the Measurement and Signature Intelligence (MASINT) Road Show.

"The goal was to familiarize and educate JWAC analysts about the value-added benefits of MASINT as a collection tool and to demonstrate current examples of MASINT in the real-world by bringing together MASINT expertise throughout the IC," said Laura Sifuentes, Directorate for MASINT and Technical Collection (DT) Plans and Programs.

The Road Show featured two concurrent events for participants to choose from: a demo center and a briefing room.

"JWAC analysts benefited from the verbal presentations by different agencies of MASINT ... and from the opportunity to experience using MASINT applications in the demo center," Sifuentes said.

In addition to the JWAC groups, the following agencies were represented at the event: National Ground Intelligence Center, National Air and Space Intelligence Center, National Reconnaissance Office, Intelligence and Security Command and BAE Systems.

From the Defense Intelligence Agency, the Joint Military Intelligence Training Center, DT National Signatures Program, DT Certification Standards and Development Branch, DT Content Management Branch, DT Collection Capabilities and Integration Division, and DT Underground Facilities Division were also at the JWAC.

Participants learned of recent innovations that each agency is creating and implementing in support of national defense, Sifuentes said.

"Collaboration is the key," Sifuentes said. "By bringing together the purveyors of MASINT in a learning environment, the knowledge gained from one another is immeasurable. The analysts added a new concept to their collection tools cache and learned a powerful weapon available to them for their all-source analysis work."

Learn more about MASINT via the DT Web site at *http://td.dia.ic.gov* or JWAC at *http://www.jwac.ic.gov*.

When BOOTS Meet Birkenstocks

By Cmdr. Frances Omori, MC

BOOTS, MILITARY AND OTHER GOVERNMENT AGENCIES, MET BIRKENSTOCKS, non-governmental organizations (NGOs), recently in a new Joint Military Intelligence College (JMIC) course.

The boots and the Birkenstocks participated in classroom simulations of national security policy making and civil-military assistance efforts in countries experiencing conflict and crisis in the new Gaming Conflict and Terrorism course (STR509/CONF695). George Mason University's (GMU) Institute for Conflict Analysis and Resolution co-teaches the course.

The program offers a unique approach to the study of how conflict, particularly terrorism, is understood and addressed by the military intelligence, policy-making and conflict resolution communities. With their contrasting organizational values; cultures and ideologies; 40 courageous students, including six international students, from JMIC, ICAR, GMU/non ICAR, the Naval War College nonresident degree program and the Department of State completed the course in spring 2005.

JMIC and ICAR faculty members and guest lecturers provided perspectives from the intelligence, policy-making, diplomatic and conflict resolution communities. Distinguished guest lecturers included Ambassador John McDonald, chairman and co-founder of the Institute for Multi-Track Diplomacy; Dr. Alan Gropman, distinguished professor of grand strategy, National Defense University, Industrial College of the Armed Forces; and Dr. Eugene Martin, executive director of the Philippine Peace Process, U.S. Institute of Peace. Course themes included: assessing the causes of international conflict and terrorism; understanding culture, worldview and decision making; media influence on conflict and terrorism; and peacekeeping, coalition-building and conflict termination.

Approaching the course with curiosity and some

Students and JMIC faculty at the opening ceremony for the Gaming Conflict and Terrorism course held in the Tighe Auditorium on March 10.

photo by Tech Sgt Andel Owens

George Mason University
Consortium Collaboration
Gaming Conflict & Terrorism
MASON
TRINITY

photo by Master Sgt. Wayne Moticka

Col. Tim Christenson, JMIC associate dean, presents the Consortium Collaboration poster signed by academic leaders and students to Dr. Sara Cobb, director, ICAR. From left to right: Dr. Cobb; professor Dennis Sandole, (ICAR) faculty member who co-taught the course; Col. Tim Christenson; Cmdr. Frances Omori, (JMIC) faculty member who co-taught course; and Sascha Sheehan, (ICAR) who assisted with course design.

apprehension, students were surprised to find more similarities than the differences than they anticipated. Through gaming, students were able to explore the what-ifs that could occur when responding to a crisis in a safe academic environment. The first game, "Ragged Edge," a national security policy decision-making game, was played with non-integrated teams where JMIC and other government students played government agencies and ICAR, and GMU students played NGOs. JMIC students role-played government agencies and experienced the challenges faced by interagency working groups but expected the next game involving integrated country teams to be more difficult.

The second game, "Tangled Knots," is a boots-on-the ground game, in which students in integrated country teams represented the interests of government and NGOs took on the role of decision makers in a country of conflict. Decisions made by the country teams had to fall within the guidelines of the simulated ambassador and had to be amenable to the simulated local government. Both JMIC and ICAR students were surprise to learn that the so called cultural barriers between government/military and non-government entities were easily overcome with cross cultural exchanges being far easier than exchanges within their existing professions.

Collaborative efforts for Gaming Conflict and Terrorism extended beyond the confines of the course as DIA Media Services provided support by videotaping and editing the opening ceremony, producing a simulated newscast and creating game presentations and "ambush" on-camera interviews.

> "Conflict resolution specialists provided a valuable framework for analyzing terrorist cases. These tools were indispensable during the two game weeks."
>
> — JMIC student

During the course, three survey instruments were deployed to analyze whether the decision-making process was influenced by the perspectives presented in the class. These data will be analyzed during the winter 2006 quarter to improve the course.

For more information about this course, please contact Cmdr. Omori, the course designer, at (202) 231-1690.

DIA Welcomes Maj. Gen. Taguba

as part of DIA's Asian/ Pacific American Heritage Month Celebration

photo by Murray Milton

By Noemi Pizarro-Hyman and Arnold E. Bush, MD

THIS YEAR'S ASIAN/PACIFIC AMERICAN HERITAGE MONTH THEME, "LIBERTY AND FREEDOM FOR ALL," was celebrated on May 5 at the Defense Intelligence Analysis Center. Luke Zheng, Asian Pacific American Council (APAC) chair, presided and Betty Kim, APAC member, delivered a beautiful rendition of the national anthem.

Vice Adm. L.E. Jacoby welcomed the audience and introduced the keynote speaker, Maj. Gen. Antonio Taguba, deputy assistant secretary of defense for reserve affairs for readiness, training and mobilization.

Taguba was commissioned as an armor officer in 1972. His military awards include the Defense Distinguished Service Medal; the Defense Superior Service Medal; the Legion of Merit; the Bronze Star with "V" device and oak leaf cluster; the Meritorious Service Medal with four oak leaf clusters; and the Joint Service Commendation Medal.

Taguba told the audience, "It is quite an honor to say that our country's generosity has given us the privilege to observe nationally a special time to recognize the contributions and achievements of Asian Pacific Americans." He characterized the observance's theme as words that guided the founding of our nation and clearly

photo by Murray Milton

Far Left: Vice Adm. Jacoby welcomes Maj. Gen. Taguba.

Left: Vice Adm. Jacoby chats with Betty Kim, a participant of DIA's Asian/ Pacific American Heritage month program.

Bottom Left: DIA employees enjoy a taste of Asian/Pacific cuisine.

photo by Murray Milton

established us as the beacon of hope and promise for people around the world.

Taguba highlighted contributions and accomplishments of Asian Pacific Americans and offered this advice to leaders, "It is truly important that our leaders today continue to be positive role models so that the captains of our future can be inspired to become significant contributors, not only in their Asian American communities, but also in the greater American society."

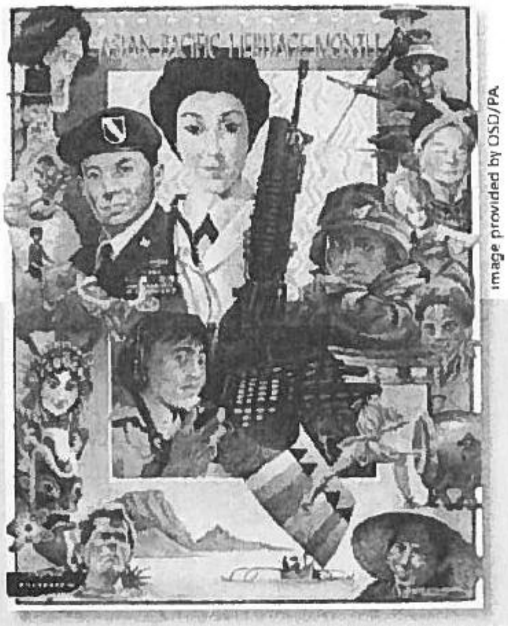


image provided by OSD/PA

Asian/Pacific American Heritage Month originated in 1979 when Congress proclaimed Asian Heritage Week. The month of May was chosen to commemorate two significant events in history—immigration of the first Japanese immigrants to the United States on May 7, 1843, and completion of the transcontinental railroad on May 10, 1869 (Golden Spike Day). In May 1990, President George Bush signed a proclamation making it month-long observance for that year. In October 1992, President Bush signed legislation designating May of every year as Asian/Pacific American Heritage Month.

DIA Advisory Board Comes to an End

By Victoria J. Prescott, CP

DINNER AT THE OLD EBBITT GRILL ON JULY 6 was the site of the farewell to the members of the Defense Intelligence Agency Advisory Board. Vice Adm. L.E. Jacoby announced in mid-June that, due to a number of factors, the Advisory Board was being disbanded. The director, along with other DIA seniors, hosted the dinner to show appreciation to the board members for their unfailing support to DIA over many years. Jacoby discussed some of the recent activities sponsored by the board, such as a foreign language round table discussion, a meeting with the deans of students held earlier this year and three panels which had just completed their work.

photo by Jane McGehee

Members of the Advisory Board discuss the panels' recommendations with the director. From left to right: Dr. Michael Wartell, Dr. Alexander Flax, Dr. Samuel Musa and Dr. Alan Spero.

Earlier in the day, the board members had gathered at the Pentagon to present to the director and the deputy director the findings of the three panels that have been underway since June 2004.

- The National Signatures Panel completed their review of the development of the national signatures database. Robert Nesbit presented the activities of the panel, which included meeting with members of the National Signatures Program, and traveling to the National Ground Intelligence Center to meet with signature collectors. He then provided three recommendations for the director's consideration.

- The Communications Panel examined DIA's internal communications. Dr. Jessica Turnley presented the study plan which included interviews at three peer organizations, DIA senior executives, a focus group session with DIA staff and a review of a case study. Turnley presented the key findings from her study and five recommendations to lead to improved

internal communications for the director's consideration.

- The Soldier as Sensor Panel was established to examine means by which information could be provided by individual soldiers/small units so as to be useful in developing products. Gary Glaser presented the panel's work and stated that much of the work is being folded into the efforts of a related Army Science Board study.

In 2002, Vice Adm. Thomas Wilson broadened the role of the DIA Science and Technology Advisory Board and renamed it the DIA Advisory Board — changing its focus from scientific and technical issues to covering the total range of DIA's mission. Over the years, the Advisory Board has tackled a myriad number of topics on behalf of the agency. These efforts have included providing support to work force planning; conducting reviews of defense intelligence transformation, performance metrics, the Underground Facility Analysis Center, the Chemical and Biological Intelligence Support Team, measure and signature intelligence, scientific and technical intelligence analysis and manning; and recommending a division of responsibilities with respect to ballistic missile analysis.

The DIA Advisory Board was established in February 1965 to provide DIA with up-to-date scientific and technical knowledge and thought bearing on the DIA mission. The first DIA board chairman was Dr. Eugene Fubini, Office of the Director for Defense Research and Engineering, for which the Defense Science Board's Fubini Award for outstanding contributions to the Department of Defense in an advisory capacity was named. The last chair of the board was Dr. Michael Wartell, chancellor of Indiana University-Purdue University Fort Wayne. A few other notable members include Dr. Ronald Sanders, recently named deputy director of the Chief Human Capitol Office by the director of national intelligence; Adm. William Studeman, former director of the National Security Agency and deputy director of central intelligence. Dr. Al Flax, who served as director of the National Reconnaissance Office and assistant secretary of the Air Force for Research and Development; and Dr. Ruth Davis, who served as assistant secretary of Energy for Resource Applications and deputy undersecretary of Defense for Research and Advanced Technology. Other distinguished members of the board have included William Perry, secretary of defense from 1994–1997, and Dr. Hans Mark who was on the board until 1997 when he was appointed director, Defense Research and Engineering.

There were several reasons for the disestablishment of the board — federal advisory committee rules, approval for reappointment to the board and a formal review of all DoD committees that is underway in an effort to reduce their number. An examination of the functions of the board revealed that they are or could be accomplished through other venues. Given all of this, the director reached what he described as the very difficult decision to disband the board.

DIA ADVISORY BOARD

Dr. Michael A. Wartell
Chairman, DIA Advisory Board

Mr. George R. Cotter
National Security Agency (NSA) Liaison

Dr. Ruth M. Davis
President and CEO, Pymatuning Group, Inc.

Dr. Alexander H. Flax
Private Consultant

Mr. Gary Glaser
Private Consultant

Dr. William Grayson
Senior Scientist, DynMeridian (Dyncorp)

Dr. Anthony K. Hyder
Professor of Physics and Associate Vice President for Graduate Studies and Research, University of Norte Dame

Dr. Gary E. Isom
Vice President for Research and Dean of the Graduate School, Purdue University

Dr. Samuel A. Musa
Associate Vice President for Strategic Initiatives, Northwestern University

Mr. Robert F. Nesbit
Senior Vice President and General Manager for the Center for Integrated Intelligence Systems, MITRE Corp.

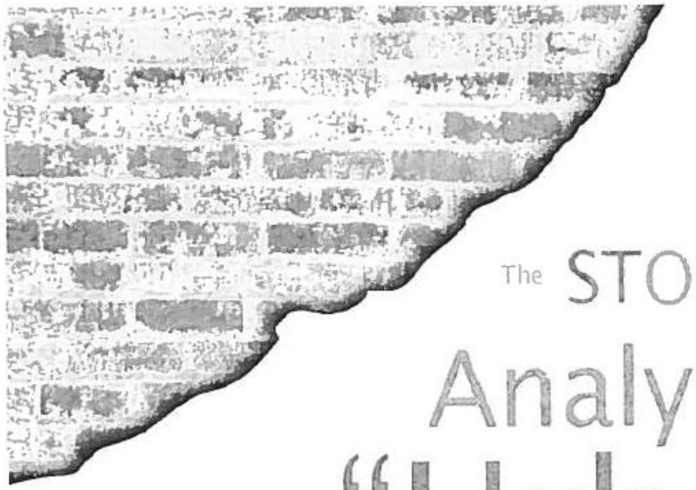
Dr. Pauletta Otis
Senior Fellow in Religion and World Affairs, Pew Forum on Religion and Public Life

Dr. Ronald P. Sanders
Deputy Director, Chief Human Capitol Office, Director of National Intelligence

Dr. Alan J. Spero
Chief Scientist for Surveillance and Remote Sensing, Northrop Grumman Electronic Systems

Adm. William O. Studeman, USN (Ret)
Private Consultant

Dr. Jessica Glicken Turnley
President, Galisteo Consulting Group, Inc.

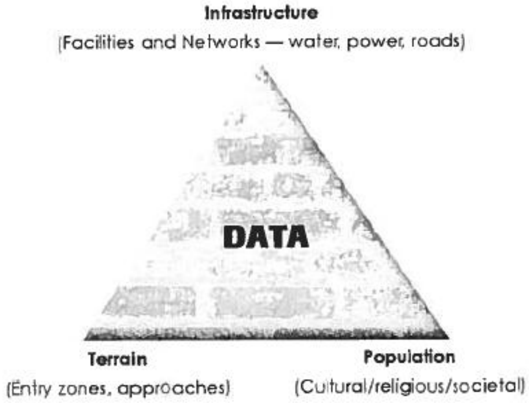


The STOLON CASTLE Program — Analyzing the "Urban Triad"

By James P. Mancini, DI

DURING THE PAST TWO YEARS THE DEFENSE INTELLIGENCE AGENCY HAS INCREASED ITS INTELLIGENCE SUPPORT TO MILITARY OPERATIONS IN THE URBAN ENVIRONMENT. DIA established the STOLON CASTLE (SC) program, in response to the Department of Defense Master Plan for Joint Urban Operations and the demand for timely and accurate urban analysis during operations in Afghanistan and Iraq.

This urban analysis program became operational in January 2004 and is designed to enhance operational-level intelligence support to future joint force commanders. SC is a multidiscipline, an all-source activity to develop an accurate and complete urban knowledge base in a geospatial environment using advanced analytic and visualization techniques and tools. This program will provide for a more complete understanding of the Urban Triad — activities, facilities and networks associated with infrastructure, terrain and population.


Infrastructure
(Facilities and Networks — water, power, roads)
DATA
Terrain
(Entry zones, approaches)
Population
(Cultural/religious/societal)

SC resides in the Joint Warfare Support Office, Operational Environment Analysis Division (JWS-2). Jim Mancini leads a team of 10 all-source analysts: cultural geography and terrain specialists from JWS-2; infrastructure experts working in conjunction with the Military Infrastructure Office and the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance Office; a 3-D and urban modeling specialist from the Visualization Support Division; and an embedded imagery analyst from the National Geospatial-Intelligence Agency. Team personnel work closely with open-source analysts within JWS-2 and have language skills in Persian Farsi, Korean, Arabic and other languages facilitating SC's open-source exploitation and research effort.

Part of SC's charter involves integrating analytic techniques in a geospatial environment using new and innovative technologies. The "Touch Table" is one of its most well received analytic tools. The SC team currently operates two tables, one is located within SC spaces, and the other directly supports the DoD Intelligence Community (IC) Battle Lab on the seventh floor of the Defense Intelligence Analysis Center.

photo by Stephen Daniel

Joseph Apodaca and Joyce Wagner brief DIA analysts on the Touch Table.

The Touch Table is an interactive analytic tool that uses Environmental Systems Research Institute Inc. ArcGlobe software to display layered information on any digitized image base. The end result is a visual representation of data, including demographics, terrain and infrastructure that can aid analysts, operators, or policymakers in their planning and decision-making process.

Knowledge displayed in this manner can quickly illustrate the interaction of multiple data layers or identify information gaps that can drive collection. Analysts can build tailored projects with data from existing data bases, such as Gemini, Modern Integrated Data Base, or analysts can build their own data sets for more specific projects. The interactive table can quickly bring up a Gemini record at the touch of a specific displayed point and serve as a sand table for analytic or planning discussions. Features currently in development for the Touch Table include the ability to interact with other tables across the IC and integrate link analysis tools. The collaborative nature of SC requires interaction throughout multiple divisions of the Directorate for Analysis (DI) and across the IC.

> "The joint force commander needs to evaluate the urban battle space, including the urban triad, the threat and joint force capabilities to determine the implications for military operations."
>
> — DoD Master Plan for Joint Urban Operations, January 2004

SC has recently supported three DI working groups on the Defense Intelligence Analysis Center's seventh floor. The team also helped reinvigorate an information exchange with an allied nation by facilitating analytic discussion using the Touch Table. SC demonstrated the Touch Table capabilities and utility of open-source research during visits to DIA by Sen. John "Jay" Rockefeller and Rep. Robert Simmons.

NEW LOOK, new information for DIA web site

By Scott C. Elliott, CP

THE DEFENSE INTELLIGENCE AGENCY has taken on a new look in the world of cyberspace, and officials like what they see. The Web site, *www.dia.mil*, was launched on May 4, to correspond with the agency's public awareness efforts during Public Service Recognition Week, May 5-8. The new site features a slick, modern look with interactive capability. "The DIA Web site needed to be brought up to the current era," said Ken Gerhart, Office for Public Affairs (CP-P) senior public affairs officer, of the old site. "Its construction didn't do what it needed to do. It also needed a fresh look."

photo by Scott Elliott

Webmaster Stacy Berusch works on the new Web site design.

Gerhart and webmaster Stacy Berusch took the challenge of creating a new Web site early this year. The concept, approval and design of the site turned out to be the easiest of hurdles; the major obstacles came in the form of hardware — the Web site's new server. Not only did the server get "lost" in the delivery system, achieving the appropriate level of security proved a challenge. "We owe a major debt of gratitude to Air Force Lt. Col. Glen Ratchford, from the Office of Strategic Requirements and Liaison within the Directorate for Information Management and Chief Information Officer (DS)," Gerhart said. "He found the server in a dusty warehouse. Then, he became our 'inside man' for getting it plugged in and ready for use. Ratchford and Dave Briggs, Office of Data Presentation Service within DS, who installed the operating system software, were primarily responsible for getting the server up and usable, Gerhart said. Then, it was simply a matter of bringing the two components — server and Web site — together.

According to Berusch, the most challenging thing for a webmaster is keeping the content current. "The old site was really outdated, and I don't think anyone really looked at it, except for careers; that's constantly changing."

While CP-P "owns" the Web site, Gerhart is the first to admit that CP-P can't do it alone. "We've enlisted the content owners' aid," he said. The content owners — acquisitions, the Joint Military Intelligence College, historian, human resources, etc. — will provide a steady stream of current information that is more usable to the public. "We want the Web site to be a portal," Gerhart said. "We want people to be able to be able register for a class at the college or request a transcript."

Another innovation of the new Web site is the addition of a "Kid's Page." "We want to tell kids about DIA," Gerhart said. "A lot of folks who stopped by the DIA booth during PSRW didn't know who we were."

While informing the general public about DIA is one goal, Gerhart said, there is another target audience that the agency is especially concerned about — potential employees. "We're trying to build name recognition," he said. "The Federal Bureau of Investigation, Central Intelligence Agency, National Security Agency and all the other cats and dogs of the intelligence community are competing for employees from the same pool. Without name recognition, people won't know about us to apply."

It's too soon yet to gauge the Web site's effect on recruiting, but Berusch said initial reports have been good. "Feedback has been positive, so far," she said. "A lot of people have said they like the new look."

DoDIIS Worldwide Conference 2005

By Joanna B. Davis, DS

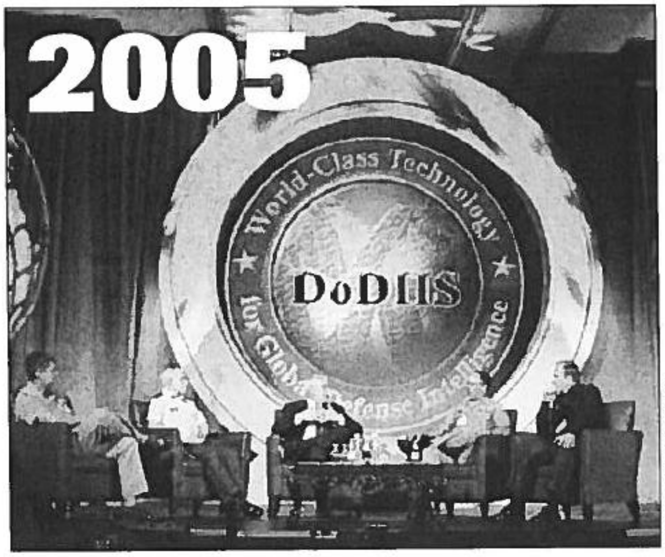


photo by Bruce Shelton

From left to right: U.S. Navy Capt. Dave Cooney, Transportation Command, J2; U.S. Army Maj. Gen. Rick Zahner, U.S. European Command, J2; U.S Navy Capt. Brett Markham, Northern Command Deputy, J2; and U.S. Army Brig. Gen. John Custer, Central Command, J2 participate in a panel discussion at the DoDIIS Worldwide Conference.

A RECORD 1,600 PEOPLE ATTENDED the Department of Defense Intelligence Information Systems (DoDIIS) Worldwide Conference, held April 25-28 in Philadelphia, making "Assessing the Enterprise" the highest-attended DoDIIS conference to date.

The conference focused on the enterprise as it now stands, as well as DoDIIS plans for the future. The Defense Intelligence Agency Director, Vice Adm. L.E. Jacoby, opened the conference with the keynote address, discussing the goals and opportunities for progress within information technology and information management across the General Defense Intelligence Program.

Jacoby emphasized, "The need to break away from the reconnaissance paradigm (by) avoiding short bursts of inconsistent information." To accomplish that break, he said it is necessary to fundamentally transform three operational environments: collection, information management and analysis.

Encouraging the move away from data ownership, the importance of user integration and unity was a recurring message throughout the briefings. Jacoby insisted if members of the entire community generate knowledge and discover information, and not practice information ownership, the intelligence community (IC) could break away from the reconnaissance paradigm.

During the kick-off briefing, Mark Greer, DoDIIS deputy chief information officer, asked the audience to look at others around the room because, "they are your new co-workers," — demonstrating the fundamental transformation that underlies the DoDIIS "Way Ahead."

The Way Ahead, approved by the Senior Military Intelligence Officers' Council (SMIOC) during a meeting held concurrently with the DoDIIS conference, will result in an enterprise-wide approach to infrastructure, information and IT personnel.

The conference also featured guest speakers from throughout the industry, who shared their perspectives and lessons learned, and a number of breakout sessions. The breakout sessions featured DoDIIS representatives who shed light on existing IT initiatives and technologies of importance to the entire enterprise. There were also vendor booths for more information on different innovations and companies involved in DoDIIS.

Finally, networking opportunities gave all attendees an informal way to get to know their new "co-workers" in a more favorable social atmosphere, as this year's conference so focused on transforming "them" into "us."

IE-O Hosts the Spring 2005 DEFENSE ATTACHÉ Operations Orientation Program

By Master Sgt. Brian D. Nickey, CP

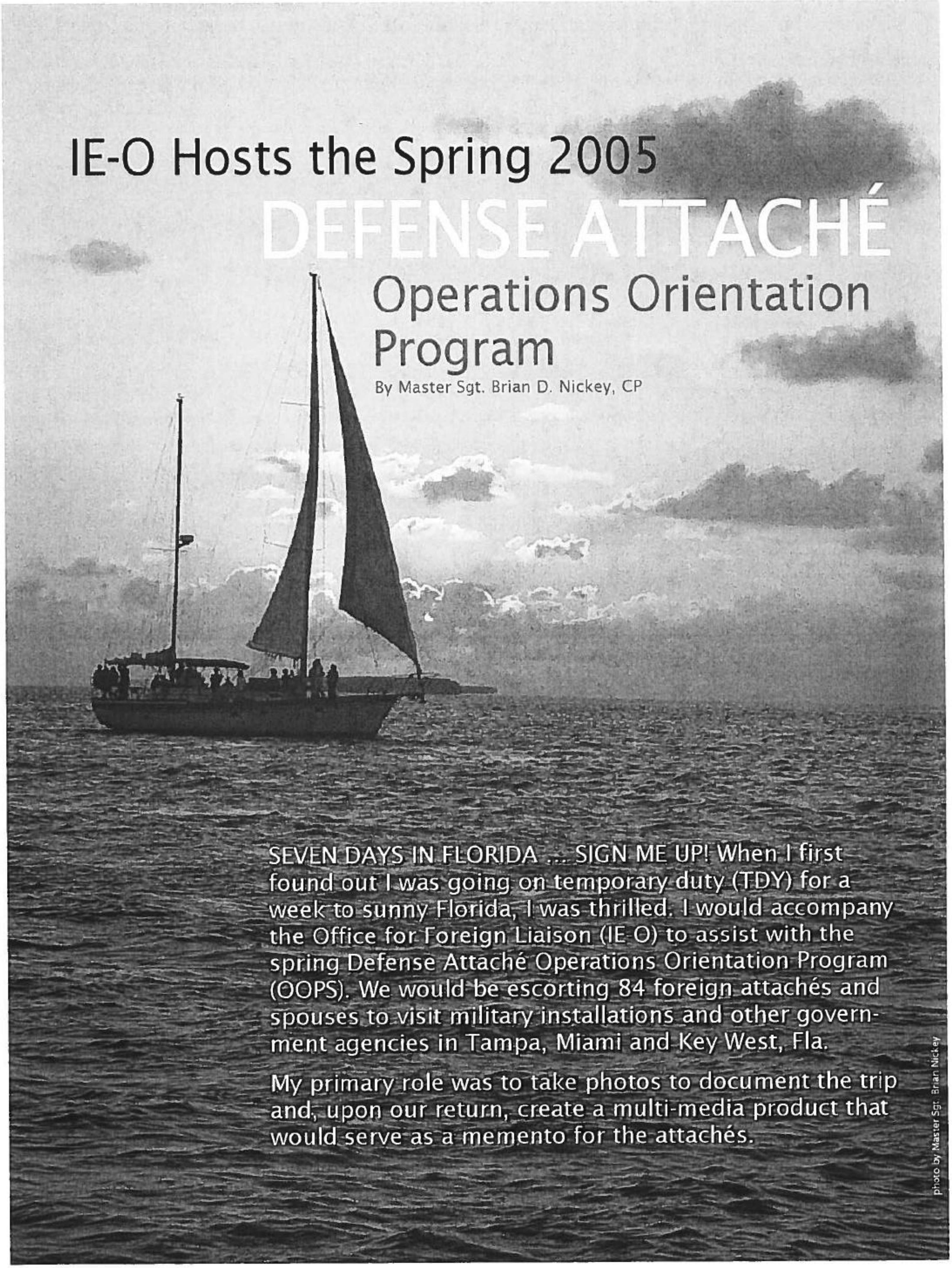


photo by Master Sgt. Brian Nickey

SEVEN DAYS IN FLORIDA ... SIGN ME UP! When I first found out I was going on temporary duty (TDY) for a week to sunny Florida, I was thrilled. I would accompany the Office for Foreign Liaison (IE-O) to assist with the spring Defense Attaché Operations Orientation Program (OOPS). We would be escorting 84 foreign attachés and spouses to visit military installations and other government agencies in Tampa, Miami and Key West, Fla.

My primary role was to take photos to document the trip and, upon our return, create a multi-media product that would serve as a memento for the attachés.

According to Army Maj. Joseph Halisky, project officer for the OOPS program, "The program introduces members of the Defense Attaché Corps to Department of Defense and U.S. federal agency personnel, missions, facilities, training and systems/capabilities, while also providing the foreign defense attachés exposure to the diverse industrial, historical and cultural aspects of American society."

As part of the mission, we would be staying at nice hotels, eating good food and attending plenty of interesting social events. Sounds great, huh? Well, don't be fooled! It was a great trip and proved to be very rewarding, but it was very, very busy. I was amazed at how much work a seven-person team could muster. The days were very long — starting as early as 4:30 a.m. and going until midnight — but it was well worth it. Hundreds of details were ironed out daily and the professionalism, communication and teamwork between this bunch was inspiring.

The Legwork

Imagine how much planning is involved for a simple family vacation. I feel like pulling out what little is left of my hair when planning a trip for just two adults and three kids. So much to do ... schedule time off from work and school, make airline and hotel reservations, plan entertainment, pack, and, worst of all, pay for everything! It took my wife and me almost a month just to plan a one-week vacation to Disney World.

IE-O is faced with this task twice a year for a group of 80 foreign attachés and their spouses. They arrange for transportation, meals and entertainment, and coordinate meetings and briefings with numerous organizations and high-ranking officials.

To ensure everything goes smoothly, planning starts early, and is ongoing. According to Wally Scholl, protocol officer for IE-O and spouse coordinator for the trip, "We start brainstorming three to four months in advance, talking about location and commands. We like to have our feet on the ground on an advance trip two months prior." She also added, "Each trip is unique and different in its own way. Some issues work out the same, like looking for a combination of cultural events to mirror the military side."

Lift Off

The trip began at the Andrews Air Force Base, Md., passenger terminal at 5:30 a.m., putting months of planning and coordination to the test. The morning was a typical cold, wet Maryland spring morning, but with a forecast of 82 degrees and sunny in Florida, we didn't seem to mind. The first attachés started arriving around 6:30 a.m. and all were met with a handshake and a smile from Michael Halbert, deputy chief IE-O, Halisky and Scholl. After checking in bags and going over a few last minute instructions, we began to board the plane.

The trip got off to a rocky start as we sat aboard the C-17 for nearly two hours. Mother Nature was not cooperating with us as she served up 30 to 40 mile per hour cross winds, forcing us to stay on the ground. Upon notification from the pilot that we'd be delayed, out came the cell phones. Halisky was quickly on the phone making back-up plans and arrangements

Air Force Maj. Nicole Brown, far right, accompanies a group of attachés and thier spouses as they prepare for a sunset sail at Key West, Fla.

photo by Master Sgt. Brian Nickey

to prevent our itinerary from unraveling. Always three steps ahead, his cell phone became a permanent attachment to the side of his face — coordinating, confirming and reconfirming details for the next events and days ahead. Finally around 10:30 a.m., the winds died down and we were given the thumbs up to take off.

Hello Sunshine State

Despite the rough start, we had a smooth flight and landed at a very warm and sunny MacDill Air Force Base. As we taxied to the terminal, the back ramp of the plane dropped and the warm Florida air poured in. Time to whip out the sunglasses! The rest of the day was spent touring the local area and enjoying cultural events, including a visit to Derby Lane Greyhound Club, before heading to the hotel.

While the attachés and spouses were off enjoying the local sites, the rest of the team — Air Force Maj. Nicole Brown, assistant program coordinator; Navy Lt. Lea Sutton, assistant program coordinator; and Logistics Coordinators Navy Petty Officer 1st Class Melvina Semper and Army Master Sgt. Coakley Workman — were back at the hotel taking care of business. Throughout the remainder of the trip, we were divided into two teams. One team escorted the attachés and spouses, while the other remained back handling details and preparing for the next event.

Army Maj. Halisky, far right, is greeted upon landing at MacDill Air Force Base, Fla.

U.S. AIR FORCE
4131
305th AMW
514th AMW

photo by Master Sgt. Brian Nickey

In each location, we hosted a hospitality suit for the attachés to mingle and talk off-line while back at the hotel. Surprisingly, almost every free moment they had was spent in the suite. "One of the most important things on the trip is the hospitality suite," Rear Adm. Michiel Hijmans, defense attaché to the Netherlands, said. "This is where people meet in a very informal environment with our spouses and where real discussions take place. Here you have time for each other; it's friendly, it's cozy … it just works. The hospitality suite is one of the great strengths of this program."

The attachés spent the remaining time in Tampa visiting and receiving briefings from U.S. Special Operations Command and U.S. Central Command, while their spouses toured local museums, gardens and downtown St. Petersburg.

When asked about the spouse program, Halisky said, "The spouse program is an integral part of the orientation. The spouses play an important role within the 'military team' concept, supporting not only the military member, but providing a positive contribution to the overall military mission. As such, the attaché spouses participate in DoD-planned programs that include operational and military quality of life initiatives offering them the opportunity to interact with the 'American military family.'"

Bienvenidos a Miami

The next morning came quickly as my alarm went off at 4:30 a.m. Who wakes up at 4:30 while on vacation? With just three and a half hours of sleep, IE-O team members started gathering baggage and coordinating details for the day ahead. By 7 a.m., we were off to board the plane for Miami. We had much better luck this time and were able to take off on schedule.

In no time at all, we arrived at Miami International Airport and hit the ground running with a visit to the terminal for the Department of Homeland Security (DHS) Miami for orientation briefings and demonstrations. In addition, we got a behind-the-scenes look at U.S. Customs and Border Protection, U.S. Immigrations and Customs Enforcement, the Transportation Security Administration and the Federal Air Marshal Service.

"The benefit is that in a very short time, only a week, we receive very worthwhile briefings. The discussion part of this trip was excellent and really enhanced my view of what's going on and what's happening in this part of the United States," said Hijmans.

Also in Miami, we received briefings on the U.S. Southern Command, the South Florida Joint Terrorism Task Force and the U.S. Coast Guard Integrated Support Command. For me, the highlight of the Miami visit was a DHS demonstration while on board a Coast Guard ship in the Miami harbor. The demo consisted of DHS and Coast Guard boats and helicopters chasing down, surrounding and securing a gambling vessel. Sure beats a day in D.C. traffic!

Off to Margaritaville

For the final leg of the trip, we were off to Key West where we visited the Joint Interagency Task Force-South, the Naval Air Station, the U.S. Coast Guard Sector and the U.S. Army Special Forces Underwater Operations School. The spouses visited the Little White House, Mallory Square and Ernest Hemingway's home and museum, just to name a few.

The final evening of the trip was the perfect ending to an unforgettable TDY as we embarked on a sunset cruise aboard a catamaran. The weather was absolutely perfect and the food was great — it doesn't get much better.

So 1,400 photos later, I was on my way home. I am very impressed with the way IE-O pulled everything together and put on a very professional program. Everything from travel arrangements, to baggage handling, to dinners were met with a smile and can-do attitude and professionalism. I guess it's easy to do when you like your job.

"I love what I do and I love the people that I work with," Scholl said. "It's a very interesting job, because no two days are the same. We work with a population of individuals whose every need is unique to them, their country and their culture. It's very rewarding."

Never before have I seen such a small team handle so many moving parts and bring everything together so seamlessly. Way-to-go IE-O! Thanks for letting me be a part of it all.

photo by Master Sgt. Brian Nickey

photo by Master Sgt. Brian Nickey

Top: U.S. Army Maj. William Herbert, far right, Comander, U.S. Army Special Forces Underwater Operations School, briefs a group of attachés.

Above: A group of attachés overlook the Miami harbor while aboard a Coast Guard ship.

Former DIA Imagery Expert and DIVERSITY ADVOCATE Retires

By Rosalind Ransby, Life@NGA, co-editor

IN THE INTELLIGENCE COMMUNITY (IC), FORMER DIA EMPLOYEE DANNY NEAL, most currently the director of the Office of Counter-proliferation in the National Geospatial Intelligence Agency's (NGA) Analysis and Production Directorate, is known as a consummate professional, an imagery expert, a diversity advocate, an imagery analyst recruiter and an all around nice guy. Neal retired at the end of May after a distinguished career spanning four decades.

Neal worked for CIA, DIA and NGA, with 24 years in CIA/NPIC, five years in DIA and nine years in NGA. "I prefer to lump my CIA and DIA years together," Neal says, "because they were so interchangeable. Couple that with a constant interface with the National Security Agency (NSA) and the other IC elements, the military and national agencies, and that's what I consider the optimum breadth of a career. I can truly say I have completed the circle of U.S. intelligence and to a degree, the international and coalition partnerships as well."

As a geography major, Neal came into DIA to work terrain issues, but soon after arriving he was asked if he would like to attend photo-interpretation training in Denver, Colo.

In the early 1990s Neal saw that retired Lt. Gen. James Clapper, former director of DIA, was encouraging diversity awareness. "I got involved immediately, became African American Program chair, helped develop DIA's Directorate for Analysis advisory council, and was the office's equal employment opportunity principal, with a small staff. Then a small group of senior executives and I started an inter-agency black leadership group (the Intelligence Community Black Leadership Council). It comprised mainly of the CIA, DIA and NSA, but it grew to include the National Reconnaissance Office, FBI, the National Imagery Mapping Agency and even the military."

When asking Neal about his future plans, he says he doesn't know what the next chapter in his life's journey would be. His personal life, unlike his professional one, has been mainly one of reaction. "I do plan to take some time away, for at least six months to a year, from the rigor of another professional position."

Neal would like to leave his friends and colleagues in the intelligence community with this:

> "I have been blessed to have gotten to know you as the most dedicated, talented, unified, giving, savvy and family-oriented professionals anywhere in this universe. You have made more sacrifices in your lives for the security of the nation and the good of its people than most ever will, and most will never know about. Do not let the intelligence community reform lead you, lead the reform. Your greatest burden is your greatest potential opportunity."

Editor's Note: This article is an edited version from that which appeared in NGA's publication, Life@NGA, to highlight the career of former DIA employee Danny Neal.

Seminar highlights CHANGING ROLE of administrators

By Scott C. Elliott, CP

SECRETARIES AREN'T AROUND JUST TO ANSWER PHONES — and they're not "just" secretaries anymore.

That was the message at CIA's Secretarial Seminar on Intelligence, held May 4 at the Defense Intelligence Agency. The School for Leadership and Professional Development hosted the event for 28 visitors and executive secretaries from such agencies as the State Department, Federal Bureau of Investigations, CIA, National Security Agency, DIA and the National Reconnaissance Agency.

According to Betsy Hennigan, Directorate for Administration staff director, the seminar provides senior and executive secretaries an opportunity to broaden their perspective of the intelligence community (IC), to network with colleagues and gain a better understanding of the intelligence process.

"This was the best class I've ever taken, because it doesn't focus on administrative issues, but more intelligence," said Wanda Mikovch, executive secretary to Vice Adm. Jacoby. Mikovch delivered the seminar's opening remarks.

One of the seminar's highlights was a panel discussion on the "Changing Role of the Administrator." Panel members included Yolanda Hummel, Directorate for Administration, Suzy Pizarro, Directorate for Human Intelligence and April Diggs, Directorate for Analysis.

Hummel was the first panelist to address the seminar. "We are seeking experience performing work in a time-sensitive environment requiring handling multiple, high-priority action simultaneously," she said when describing the skills managers and supervisors are looking for in new secretarial candidates.

We are seeking experience performing work in a time-sensitive environment requiring handling multiple, high-priority action simultaneously

In addition, professional administrative support personnel are required to provide advice on personnel matters, develop budget submissions, serve as security and/or special security contact officer, monitor and update manning changes, and serve as point of contact for training issues.

Communication skills are also high on the list, not only to obtain and provide information and prepare and review correspondence, but to convey a supervisor's policies and views on significant matters affecting the office, Hummel said.

"There is a need for knowledge of overall office mission and functional requirements," she said. "You need to be inquisitive about office requirements to ensure

you speak the same jargon as your boss."

Keeping up to date in the latest office technology is also important when selecting new office administrators. Hummel said candidates should be able to list examples of experience in a variety of software programs and training, as well as the traditional requirements of proofreading and editing for grammar, spelling, punctuation and format.

Hennigan turned to panelist Suzy Pizarro to explain how advances in technology have changed the role of administrators.

"We have come a long way in terms of information technology and how it influences our daily lives," Pizarro said.

> The days of sitting at a desk all day, sharpening pencils and making appointments is long gone.

For example, she said it used to take all day to do a few cables and memos – each page had to be perfectly aligned, errors had to be erased completely, etc. That's no longer the case.

"Now, in the day of personal computers, it's almost second nature to set up letters using templates ... not to mention the benefit of spell-check," she said.

Another example of how information technology has changed the way the administrator works is (the benefit) online regulations and manual, Pizarro said. "No more bulky regs taking up half your desk. At the click of a button, a wealth of information is available to you," she said.

Despite the advent of relatively modern marvels such as e-mail, voice mail and PowerPoint and Excel computer programs, Pizarro said her favorite is relatively old-fashioned.

"My all-time favorite is the fax machine," she said. "It still amazes me how, at the push of a button, a person ... half a world away can receive information or make requests in just seconds."

The time saved by using technology has given administrators and secretaries the opportunity to do more with their skills. Hennigan asked April Diggs to describe how secretaries should work with a supervisor who doesn't recognize new capabilities or provide enough professional challenges.

"I would be assertive and take charge!" Diggs said. "You must demonstrate your skills and capabilities by stepping out of the box."

In addition to secretarial duties, Diggs urged people to perform as an executive assistant and office manager. She also recommended studying supervisors and directorates to discover their areas of expertise, functions and areas of responsibility.

"This will help you ensure your supervisor is prepared for meetings by providing 'read-aheads' and scheduling pre-briefs," she said. "Always think and plan ahead. This is the key, and your supervisor will learn to task you and use you differently."

Mikovch said it's important for secretaries and administrators to look at their careers differently and embrace the changes. "It's essential to change with it," she said, "because if you don't, you won't have a job."

Pizarro agreed. "The days of sitting at a desk all day, sharpening pencils and making appointments is long gone. The role of the office administrator has truly turned into the office manager," she said. "The administrative professional, frankly, makes organizations such as ours function effectively."

A Picture Book of
DAUGHTERS AND SONS

By Brenda F. Wood, DI

THE FEDERAL WOMEN'S PROGRAM COMMITTEE AT THE MISSILE AND SPACE INTELLIGENCE CENTER (MSIC), in Huntsville Ala., hosted a successful day of activities celebrating Take Our Daughters and Sons to Work Day in April.

Seventy-five children between the ages of 9 and 16 participated in hands-on activities demonstrating how MSIC helps defend our nation. Favorite activities included a flag-folding ceremony by Master Sgt. Dean Temple and a SCUD-B briefing by Marie Vogan, Ijea Alfred and Brian Isaac. The children also enjoyed Dave McKenzie's anti-tank guided missile presentation, complete with rocking music and a video showing missiles striking their targets!

Bryan Craft's Signals Intelligence (SIGINT) Lab tour was another big hit. Using a remote controlled "missile," he demonstrated how signals are intercepted and jammed to protect pilots and aircraft.

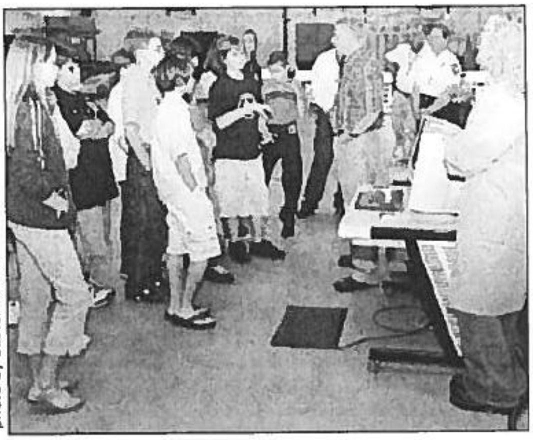
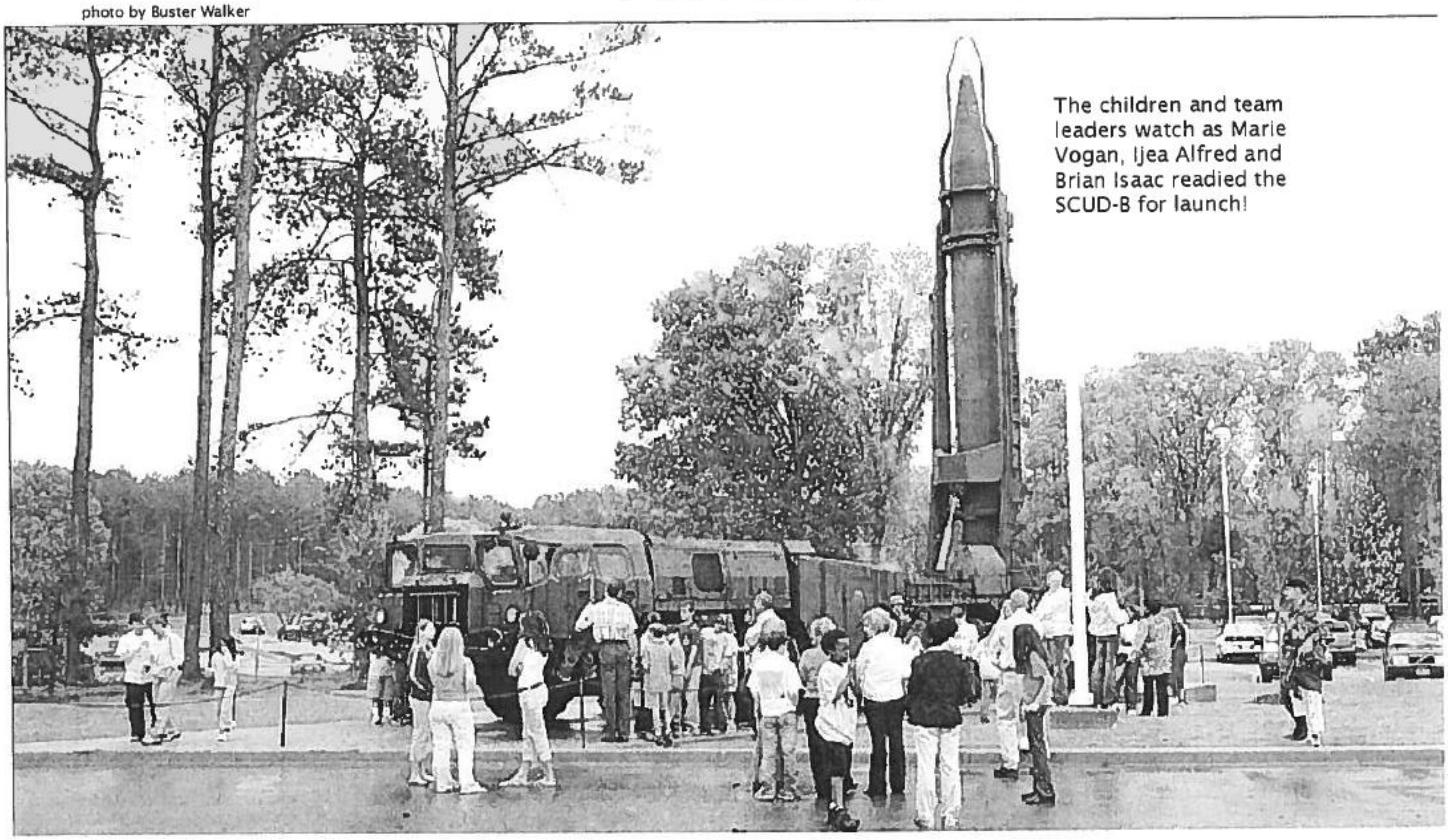


photo by Buster Walker

Force Protection Officer, Dewayne Pugh and Mail Screening Technician, Lee Ann Bishop, demonstrate X-ray equipment in MSIC's mail facility to the 12-year-old members of the green team.

photo by Buster Walker



The children and team leaders watch as Marie Vogan, Ijea Alfred and Brian Isaac readied the SCUD-B for launch!

In addition, Rick Greif showed MSIC's young guests how he transformed their group photos into mementos by adding missile graphics, logos and captions to the background.

In the high-bay area, Barry McClure gave a presentation on Iraqi warheads, and Peter Dobbs conducted a tour of unclassified missile systems. Robert Thompson demonstrated employee safety devices, including masks that participants enjoyed trying on. Dewayne Pugh and Lee Ann Bishop challenged the youth to identify items passing through an X-ray machine that checks all incoming mail and packages.

The clear favorite though, was the ordnance robot demonstrated by Master Sgt. Pete Shwaiko and the Explosive Ordnance Disposal personnel. The children eagerly took turns guiding the robot through an obstacle course back to safety.

Please enjoy this "picture book" of that memorable day!

photo by Buster Walker

photo by Buster Walker

photo by Buster Walker

Top: The blue team, consisting of children from the ages of 10 and 11, was fascinated by Robert Thompson's presentation of safety devices used to ensure employees protection during evacuations.

Above: Master Sgt. Dean Temple selected several children to help carefully fold the American flag while 9-year-old Kendal Gower explained the meaning of each fold to the MSIC audience.

Left: The kids enjoy a robotic demonstration at MSIC.

on the HORIZON

events for
july, august & septmeber 2005

July 19	Federally Employed Women National Training Conference, DIA Panel at Forum, in Reno, Nev., from 8 a.m. to 12 noon
July 28	Diversity in Action Series: Understanding Islam and the Muslim Culture, from 10 a.m. to 12 noon in the Tighe Auditorium,
July 28	Asian Pacific American Council Meeting from 11:30 a.m. to 12:30 p.m. at Clarendon
July 30	The Second Annual Intelligence Community Paint ball Match and Cookout will be hosted by LEAP on Saturday, July 30. Visit the LEAP website for more info or contact Ashton Giese at (202) 231-4370
August 18	Federal Women's Program Council Meeting from 11 a.m. to 12:30 p.m. in the Pentagon Executive Dining Room
August 25	Women's Equality Day Luncheon and Awards Ceremony (MSIC) from 11 a.m. to 12:30 p.m. at the Redstone Arsenal Officers Club
August 25	Asian Pacific American Council Meeting from 11:30 a.m. to 12:30 p.m. at the DIAC
August 25	Swing with CWF Summer Golf Tournament at The Courses of Andrews, Andrews Air Force Base
August 26	Women's Equality Day (Presidential Proclamation)
August 30	Clarendon Ice Cream Social
September 5	Labor Day
September 22	Hispanic Heritage Month observance from 10 to11 a.m. in the Tighe Auditorium
September 30	DIA-CWF Annual Picnic

For further information or updates concerning these events, please refer to the internal communications Web site.

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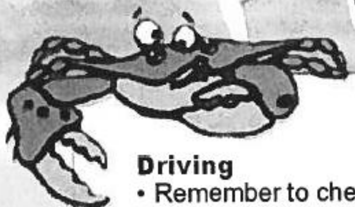
SUMMER SAFETY!



Driving

- Remember to check oil and fluid levels before starting out on your long road trip
- Keep bottled water and a few snacks in the car in case of a breakdown
- Always wear a seatbelt
- **Fact**: over 90 perecent of motorcycle accidents involve self-taught riders, so take some time out of your weekend to attend a short class offered by your state on proper 'hog handling'

At the Beach

- Always apply sunscreen before and after swimming – salt water can make skin more susceptible to burning
- If caught in a current, swim across it instead of against it to avoid exhaustion
- A jellyfish sting can be best soothed by vinegar, or baking soda if no vinegar is available
- Remove shiny jewelry before swimming as it can attract a shark's attention
- **Fact**: some sharks come closer to shore at dawn, dusk and at night for feeding – so avoid swimming at these times

Pets

- Keep garage and driveway clear of any auto leaks – fluids such as anti-freeze taste sweet to animals but is toxic
- Be sure to apply sunscreen to a pet's nose and ears as they can sunburn too, especially if they have light-colored noses or fur
- Sidewalks and asphalt heat up quickly during the day—save your pet's paws by exercising in the early morning or evening hours
- **Fact**: even with the windows cracked, the interior of a car can heat up to 120 to 130 degrees Fahrenheit in less than a half-hour — not a safe place for your furry friend

Fitness and Exercise

- Studies recommend for the average person an intake of 2.5 to 4.5 liters of water daily to keep the body hydrated, particularly when exercising
- Remember to stretch before and after exercising to reduce risk of muscle strain and injury
- Carry identification and a cell phone or pay phone change in case of an emergency
- **Fact**: wearing a helmet that is properly fitted while cycling or in-line skating can reduce the risk of serious head injury by 85 percent

Summer is officially here, and with it comes the promise of vacations, cookouts, and weekends outdoors. However, it can also mean a few months of increased risks and potential accidents for you and your family members- including your family pet. Please take time to consider the following facts and tips to help keep yourself and the ones you care about safe while enjoying your summer plans!